

**NEW JERSEY MEADOWLANDS COMMISSION**  
**AGENDA**

DATE: January 10, 2007  
TIME: 2:00 p.m.  
PLACE: Lyndhurst, New Jersey  
RE: MONTHLY MEETING

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1. Pledge of Allegiance
2. Sunshine Law Statement
3. Roll Call
4. REVIEW OF MINUTES - November 28, 2006 Pg. 1
5. SPECIAL PRESENTATION - Signing of Memorandum of Understanding for Meadowlands Workforce Development.
6. PUBLIC PARTICIPATION ON RESOLUTIONS
7. CONSENT AGENDA
  - Resolution No. 07-01 Consideration of a Resolution Regarding 1 Bulk Variance for Block 108.05, Lot 2.02, In the Borough of Little Ferry (File #06-112, Setag Assoc./Verizon Wireless/Little Ferry-Emergency Generator). Pg. 5
8. NJMC COMPREHENSIVE ACTION PLAN

(Presentation by Center for Public Performance at Rutgers University)

  - Resolution No 07-02 Consideration of a Resolution Approving the NJMC Comprehensive Action Plan. Pg. 8

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9. ECONOMIC DEVELOPMENT

Resolution No. 07-03    Consideration of a Resolution Approving the    Pg. 11  
NJMC's 2007 Economic Development Plan.

10. POLLUTANT STUDY

Resolution No. 07-04    Consideration of a Resolution Renewing    Pg. 29  
The Kearny Marsh Pollutant Study for  
One Additional Year.

11. LANDSCAPE MAINTENANCE

Resolution No. 07-05    Consideration of a Resolution Authorizing    Pg. 32  
The Executive Director To Enter Into a  
Contract for Landscape Maintenance For  
DeKorte Park, Three Wetland Sites and Two  
Landfill Sites.

12. RIVER BARGE PARK

Resolution No. 07-06    Consideration of a Resolution Authorizing    Pg. 34  
The Executive Director To Enter Into a  
Contract Concerning Wood Salvage and  
Demolition at the River Barge Park in  
Carlstadt.

13. HOUSING

Resolution No. 07-07    Consideration of a Resolution Adopting    Pg. 36  
Regulations Governing Affordable  
Housing.

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14. LEGAL

Resolution No. 07-08	Consideration of a Resolution Authorizng The Final Payment to McManimon & Scotland for legal services.	Pg. 38
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15. OYSTER HABITAT STUDY

Resolution No. 07-09	Consideration of a Resolution Authorizing The Executive Director To Allocate Funds To Rutgers University for an Oyster Habitat Development Feasibility Study in the Hackensack River.	Pg. 40
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16. RUTGERS-NEWARK FELLOWSHIP PROGRAM

Resolution No. 07-10	Consideration of a Resolution Supporting The Renewal of the Rutgers-Newark Fellowship Program.	Pg. 43
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17. TAX SHARING

Resolution No. 07-11	Consideration of a Resolution Certifying The 2007 Intermunicipal Tax Sharing Pool.	Pg. 45
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18. MEADOWLANDS CONSERVATION TRUST

Resolution No. 07-12	Consideration of a Resolution Appropriating Funds to the Meadowlands Conservation Trust for Calendar Year 2007.	Pg. 65
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**NEW JERSEY MEADOWLANDS COMMISSION**  
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MONTHLY MEETING

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19. OPEN SPACE ACQUISITION

Resolution No. 07-13    Consideration of a Resolution Appropriating    Pg. 67  
Additional Funds for Surveying Services.

20. DRAINAGE SYSTEM MAINTENANCE

Resolution No. 07-14    Consideration of a Resolution Authorizing    Pg. 70  
The Executive Director to Enter Into a Contract  
For the Maintenance of the Asia Place Drainage  
System.

21. REPORTS

- A. Commissioners
- B. Executive Director
- C. Directors
- D. HMMC Executive Director

22. NEW BUSINESS

23. PUBLIC PARTICIPATION

24. CLOSED SESSION

- A. Adopt Resolution No. 07-15 to hold Closed Session.    Pg. 73
- B. Adjournment to Closed Session. The Commission Reserves the  
Right to Reconvene into Public Session, if necessary, to take Action  
on Closed Session Items.

**PLEASE CONTACT THE NJMC OFFICE (201-460-1700) PRIOR TO**  
**MEETING IF SPECIAL REQUIREMENTS ARE NEEDED UNDER ADA**



## NEW JERSEY MEADOWLANDS COMMISSION

DATE: November 28, 2006  
TIME: 9:00 a.m.  
PLACE: Lyndhurst, NJ  
RE: MONTHLY MEETING MINUTES

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COMMISSIONERS PRESENT: Susan Bass Levin, Chairman  
Eleanore Nissley  
James Anzevino  
Michael Gonnelli  
Leonard R. Kaiser  
Arleen Walther

STAFF PRESENT: Robert R. Ceberio, Executive Director  
Irfan Bora, Director of Finance & Management/  
Chief Financial Officer  
Thomas Marturano, Director of Natural Resources  
Ileana Kafrouni, Director of Land Use Management  
Francisco Artigas, Director of MERI  
Christine A. Sanz, Chief Counsel  
Christine Piatek, Deputy Attorney General  
Fred J. Dressel, HMMC  
Lynn Johnson, Executive Assistant

1. Pledge of Allegiance
2. Executive Director Ceberio read the Notice of Meeting required under the Sunshine Law.
3. Roll Call
4. REVIEW OF MINUTES

Minutes of the October 13, 2006 meeting was moved by Commissioner Nissley, seconded by Commissioner Walther and carried with Chairman Levin abstaining.

5. SPECIAL PRESENTATION

- GIS - Presentation of laptops.  
Chairman Levin presented laptops to the town representatives of North Arlington, North Bergen and Kearny.

- Meadowlands Employment Opportunity Center  
Mr. Ceberio introduced Jim Kirkos of the Chamber of Commerce who gave a presentation on the status of the Meadowlands Employment Opportunity Center.

6. PUBLIC PARTICIPATION ON RESOLUTIONS

- Margaret Schak spoke on Resolution 06-94.

7. SCIENCE CENTER/OBSERVATORY

Resolution No. 06-93 - Resolution authorizing the Executive Director to enter into a contract for the construction of an observatory and 10,000 s.f. classroom building.

Motion to adopt this resolution was made by Commissioner Gonnelli, seconded by Commissioner Walther and unanimously carried.

8. FLOOD CONTROL

Resolution No. 06-94 - Resolution authorizing a Memorandum of Agreement with the New Jersey Department of Transportation for Route 17 Drainage Improvements.

Motion to adopt the resolution was made by Commissioner Kasier, seconded by Commissioner Walther and unanimously carried.

9. AUDITS

Resolution No. 06-95 - Resolution accepting audits of Landfill Closure Funds.

Motion to adopt the resolution was made by Commissioner Anzevino, seconded by Commissioner Gonnelli and unanimously carried.

10. PAYMENT IN LIEU OF TAX AGREEMENT

Resolution No. 06-96 - Resolution authorizing the Executive Director to enter into an Agreement with the Borough of Carlstadt regarding In Lieu of Tax Payments.

Motion to adopt the resolution was made by Commissioner Walther, seconded by Commissioner Nissley and carried with Commissioner Gonnelli abstaining.

11. CODE OF ETHICS

Resolution 06-97 – Resolution to adopt a Supplemental Code of Ethics.

Motion to adopt the resolution was made by Commissioner Nissley, seconded by Commissioner Kaiser and unanimously carried.

12. SOLID WASTE

Resolution 06-98 – Resolution approving update to the New Jersey Meadowlands Commission Solid Waste Management Plan.

Motion to adopt the resolution was made by Commissioner Walther, seconded by Commissioner Anzevino and unanimously carried.

13. MEADOWLANDS ENVIRONMENTAL RESEARCH INSTITUTE

Resolution 06-99 – Resolution authorizing the Executive Director to enter into an agreement with Rutgers University – Newark to provide advanced atmospheric chemistry services.

Motion to adopt the resolution was made by Commissioner Nissley, seconded by Commissioner Gonnelli and unanimously carried.

14. HOUSING

Resolution 06-100 – Resolution authorizing a partnership with the Borough of Carlstadt in furtherance of satisfying the Borough's Affordable Housing obligations.

Motion to adopt the resolution was made by Commissioner Kaiser, seconded by Commissioner Walther and unanimously carried.

15. SECURITY

Resolution 06-101 – Resolution authorizing the Executive Director to enter into an agreement to hire a security company for the New Jersey Meadowlands Commission Office Complex, Environment Center and Observatory Building and Parks.

Motion to adopt the resolution was made by Commissioner Gonnelli, seconded by Commissioner Anzevino and unanimously carried.



23. PUBLIC PARTICIPATION

- Lenny Nix

24. CLOSED SESSION

The following issues were taken into consideration:

- Pesce
- NYS&W

Motion to enter into closed session was made by Commissioner Anzevino, seconded by Commissioner Nissley and unanimously carried.

Meeting adjourned.

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ROBERT R. CEBERIO, SECRETARY

**RESOLUTION ISSUING A DECISION ON THE VARIANCE APPLICATION  
SUBMITTED AS PART OF FILE NO. 06-112  
SETAG ASSOC/VERIZON WIRELESS/  
LITTLE FERRY-EMERGENCY GENERATOR  
BLOCK 108.05, LOT 2.02, IN THE BOROUGH OF LITTLE FERRY**

**WHEREAS**, an application for one (1) bulk variance was filed with the New Jersey Meadowlands Commission ("NJMC") by Michael R. Beck, Esq., with the firm of Hering, Dupignac, Stanzione & Dunn, P.C., on behalf Verizon Wireless, for the premises identified as 223 Gates Road, Block 108.05, Lot 2.02, in the Borough of Little Ferry; and

**WHEREAS**, the applicant requested relief from N.J.A.C. 19:4-5.84(a)3iii, which requires a minimum rear yard setback of 30 feet. The applicant is proposing to construct an emergency generator approximately 21 feet from the rear lot line adjacent to Block 107, Lot 2.01; and

**WHEREAS**, notice of the requested variance relief was given to the public and all interested parties as required by law and was published in The Record and The Star - Ledger; and

**WHEREAS**, a public hearing was held in the Office of the NJMC on September 12, 2006, before Sharon Mascaró, Chief Engineer and Kam Chan, Staff Engineer; and

**WHEREAS**, a comprehensive report date November 22, 2006, has been prepared indicating the recommendations of the Director of Land Use Management and the Executive Director in this matter; and

**WHEREAS**, the report recommends conditional approval of the bulk variance request to permit a rear yard setback of 21 feet, where 30 feet is required, on the subject premises; and

**WHEREAS**, the members of the NJMC have reviewed the full record including the transcripts of the public hearings, recommendations on the application by the Director of Land Use Management and the Executive Director, the submissions of the applicant and all written public comments; and

**WHEREAS**, the members of the NJMC concur with the recommendations of the Director of Land Use Management and the Executive Director; and

**WHEREAS**, the NJMC hereby determines that the requested variance to permit a rear yard setback of 21 feet, where 30 feet is required, on the subject

premises conforms with the standards for approving applications for variances as set forth in N.J.A.C. 19:4-4.14(e).

**NOW, THEREFORE, BE IT RESOLVED**, by the New Jersey Meadowlands Commission, that Verizon Wireless emergency generator for one bulk variance to permit a rear yard setback of 16 feet, where 30 feet is required, on the subject premises is hereby **APPROVED WITH THE FOLLOWING CONDITIONS** for the reasons set forth in the November 22, 2006 recommendation:

1. The finished elevation of the concrete pad shall be established at 10 feet, which is one (1) foot above the applicable 100-year base flood elevation as determined by the Federal Emergency Management Agency's (FEMA) Flood Insurance Rate Maps (FIRM).

The foregoing was adopted on Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-01

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Ileana Kafrouni Date: January 10, 2007

Subject: Variance Recommendation: Setag Assoc/Omnipoint Communications (File 05-051)

An application for one (1) bulk variance was filed with the New Jersey Meadowlands Commission by Michael R. Beck, Esq., with the firm of Hiering, Dupignac, Stanzone & Dunn, P.C., on behalf Verizon Wireless, for the premises identified as 223 Gates Road, Block 108.05, Lot 2.02, in the Borough of Little Ferry, New Jersey. Said premises are located in the Commission's Light Industrial B (LIB) zone. The variance is sought in connection with the applicant's proposal to construct an emergency generator on the subject premises.

The applicant requested relief from N.J.A.C. 19:4-5.84(a)3iii, which requires a minimum rear yard setback of 30 feet. The applicant is proposing to construct an emergency generator approximately 21 feet from the rear lot line adjacent to Block 107, Lot 2.01. A public hearing on this matter was held in the Office of the NJMC on September 12, 2006.

In a comprehensive report dated November 22, 2006, the Executive Director and I recommended conditional approval of the bulk variance request in connection with the applicant's proposal to permit a rear yard setback of 21 feet, where 30 feet is required, with the conditions that the finished elevation of the concrete pad shall be established at 10 feet, which is one (1) foot above the applicable 100-year base flood elevation as determined by the Federal Emergency Management Agency's (FEMA) Flood Insurance Rate Maps (FIRM). This report was forwarded to the applicant on November 27, 2005. The applicant indicated in a letter received December 4, 2006 that they would not be appealing this recommendation.

At this time, the Commission is required to issue a decision on the variance application described above. A resolution requesting the same is attached for your consideration.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR  
TO IMPLEMENT THE NEW JERSEY MEADOWLANDS  
COMPREHENSIVE ACTION PLAN**

**WHEREAS**, the New Jersey Meadowlands Commission at its March 29, 2006 meeting authorized staff to work with Rutgers University's Center for Public Performance to develop a re-engineered organization that will align budgeting, personnel and strategic planning to a system of performance measures and evaluations; and

**WHEREAS**, it is the policy of the New Jersey Meadowlands Commission to undertake steps to maximize efficiencies and effectiveness of its operations; and

**WHEREAS**, the New Jersey Meadowlands Commission's Comprehensive Action Plan addresses performance accountability that meets or exceeds public demand especially during these times of budget stresses; and

**NOW THEREFORE BE IT RESOLVED** by the New Jersey Meadowlands Commission that the NJMC Comprehensive Action Plan as prepared by the Center for Public Performance at Rutgers University is hereby adopted and that the Plan shall go into effect January 1, 2007.

**BE IT FURTHER RESOLVED** that the implementation of the NJMC Comprehensive Plan will not require additional financial resources.

The foregoing resolution was adopted by Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-02

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners

From: Robert R. Ceberio Date: January 10, 2007

Subject: Comprehensive Action Plan

In March 2006, the Commission authorized the Executive Director to enter into a contract with the National Center for Public Performance at Rutgers University for the purpose of preparing the following:

1. Strategic Plan
2. Measures to gauge agency performance
3. A new system of employee performance evaluation
4. Performance Budget
5. Five Year Financial Plan

Rutgers University has prepared all the elements listed above in a document called the New Jersey Meadowlands Commission Comprehensive Action Plan. This plan was developed in recognition of the changing environmental and economic landscape. A wide range of stakeholders, including environmentalists, businesses and mayors participated in this strategic planning process.

The NJMC Strategic Plan, which is the heart of the Comprehensive Action Plan, sets out an ambitious road map to follow in five key areas. They are:

1. Environmental Protection
2. Economic Development
3. Solid Waste Management
4. Provision of Regional Services
5. Organizational Efficiency

Among those elements twenty (20) specific goals have been identified.

In developing the Plan, the agency focused on sharpening its focus on achieving measurable results. The performance measures are critical elements in this performance-based management system. These measures provide an on-going assessment of how well the organization is meeting the goals and objectives set forth in the Strategic Plan.

In terms of Human Resource Management, the system proposed using a management-by-objective (MBO) process to identify each employee's operational activities that contribute to specific organizational goals, thereby linking employee performance to organizational performance.

To answer Governor Corzine's call for more efficient and effective government, the NJMC will be one of the first agencies to use performance-based budgeting. The introduction of performance budgeting carries significant rewards. The use of performance data to inform budget decisions can improve the decision-making process and the agency's outcomes. This system also increases the potential to save time and money by linking dollars with results.

The NJMC Five Year Plan is an essential element of the NJMC Comprehensive Action Plan. It forecasts agency revenues and expenses from 2007 to 2011 and shows how the agency intends to spend its budget to deliver services during the period. The plan calls for a budget growth rate of approximately 3.5% per year. Considering the projects and programs outlined in the Financial Plan, the growth rate is very minimal. The efficiencies to be implemented in the NJMC Comprehensive Plan is the key to maximizing resources to priority areas.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO  
IMPLEMENT THE STRATEGIES AND RECOMMENDATIONS  
OUTLINED IN THE NEW JERSEY MEADOWLANDS COMMISSION  
2007 ECONOMIC GROWTH PLAN**

**WHEREAS**, the attached New Jersey Meadowlands Commission 2007 Economic Growth Plan contains the NJMC staff's strategies and recommendations for economic growth policies and initiatives to encourage economic growth in the region in 2007; and

**WHEREAS**, it is the opinion of staff that the NJMC should authorize Rutgers University to collect yearly economic data for the District in order to develop economic growth strategies that effectively address the needs of the economy; and

**WHEREAS**, this information, in conjunction with input from the NJMC stakeholders should be used to develop a yearly economic growth plan for the Meadowlands region; and

**WHEREAS**, this economic growth plan should be publicly introduced at an annual Meadowlands Economic Summit such as the one hosted by the NJMC on September 19, 2006; and

**WHEREAS**, the Executive Director of the NJMC will implement the strategies and recommendations of the annual economic growth report upon approval by the NJMC Board of Commissioners.

**NOW, THEREFORE, BE IT RESOLVED**, by the New Jersey Meadowlands Commission that the strategies and recommendations articulated in the attached *New Jersey Meadowlands Commission 2007 Economic Growth Plan* be implemented to their fullest by the Executive Director; and

**BE IT FURTHER RESOLVED**, that the Executive Director shall work with staff to develop an annual Economic Growth Plan for the Meadowlands region for approval by the New Jersey Meadowlands Commission, and publicly introduced to the public at an annual Meadowlands Economic Summit.

The foregoing Resolution was adopted by Commission vote.

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Susan Bass Levin  
Chairman



I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-03

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners

From: Robert R. Ceberio

Date: January 10, 2007

Subject: 2007 Economic Growth Plan

The New Jersey Meadowlands District is home to a strong, vibrant and changing economic engine. To continue meeting the challenges of the 21<sup>st</sup> century, the New Jersey Meadowlands Commission (NJMC) must work to coordinate and implement policies and strategies that best promote and enhance the region's economy. Therefore, this report outlines five strategies and several recommendations to be implemented by the NJMC to best serve the region's economic needs. Together, these strategies and recommendations emphasize a regional coordination of information and resources focused on economic growth in the Meadowlands Region. The following strategies and recommendations are outlined in this report:

- First, the NJMC should work to coordinate efforts and message for the region's economic growth efforts. To do this, it is recommended that the NJMC establish an Economic Growth Meeting Group, improve business access to state assistance, and develop procedures to effectively monitor and evaluate economic growth strategies in the Meadowlands region.
- Second, the NJMC should work to develop and prepare the workforce by establishing a Meadowlands Workforce Development Consortium.
- Third, the NJMC should work to maintain, develop and upgrade the infrastructure of the region by promoting responsible land use planning policies, improving the transportation system, implementing policies that reduce the impacts of flooding, initiating policies that increase the region's independence from traditional energy sources while reducing the region's greenhouse gas emission impacts, and researching alternative waste disposal methods.
- Fourth, the NJMC should target and direct future economic growth by targeting the business industries and sectors, stated in the Governor's Economic Growth Strategy Report for economic growth efforts, establishing a Meadowlands Business Incubator to attract and assist current and future businesses, and supporting small, women-owned, minority-owned and local businesses consistent with Governor Corzine's Executive Order number 34.
- Last, the NJMC should work to increase government efficiency by increasing the sharing of municipal services, expanding the Municipal Equipment Pool, and streamlining permitting rules and application processes where possible.

To implement these strategies and recommendations it is proposed that the NJMC establish and Office of Economic Growth. This Office will be charged with the execution, oversight, development, and communication of policies relating to economic growth at the NJMC. If adopted by the New Jersey Meadowlands Board of Commissioners, these strategies will constitute the NJMC's economic growth strategies for 2007.

Attachment

**The New Jersey Meadowlands Commission  
2007 Economic Growth Plan**

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**INTRODUCTION**

The New Jersey Meadowlands District is home to a strong, vibrant and evolving economic engine. To continue meeting the challenges of the 21<sup>st</sup> century, the New Jersey Meadowlands Commission (NJMC) must work to coordinate and implement policies and strategies that best promote and enhance the region's economy. Therefore, this report outlines five strategies and several recommendations to be implemented by the NJMC to best serve the region's economic needs. Together, these strategies and recommendations emphasize a regional coordination of information and resources focused on economic growth in the Meadowlands region. The following strategies and recommendations are outlined in this report:

- First, the NJMC should work to coordinate efforts and develop a coherent marketing message for the region's economic growth efforts. To do this, it is recommended that the NJMC establish an Economic Growth Strategy Group, improve business access to state assistance, and develop procedures to effectively monitor and evaluate economic growth strategies in the Meadowlands region.
- Second, the NJMC should work to develop and prepare the workforce by establishing a Meadowlands Workforce Development Consortium.
- Third, the NJMC should work to maintain, develop and upgrade the infrastructure of the region by promoting responsible land use planning policies, improving the transportation system, implementing policies that reduce the impacts of flooding, initiating policies that increase the region's independence from traditional energy sources while reducing the region's greenhouse gas emission impacts, and researching alternative waste disposal methods.
- Fourth, the NJMC should foster future economic growth by targeting the business industries and sectors, cited in the Governor's Economic Growth Strategy Report for economic growth efforts, establishing a Meadowlands Business Incubator to attract and assist current and future businesses, and supporting small, women-owned, minority-owned and local businesses consistent with Governor Corzine's Executive Order Number 34.
- Last, the NJMC should work to increase government efficiency by increasing the sharing of municipal services, expanding the Municipal Equipment Pool, and assisting applicants in properly moving through permitting and application processes.

To implement these strategies and recommendations, it is proposed that the NJMC establish an Office of Economic Growth within its administrative offices at One DeKorte Park Plaza in Lyndhurst, New Jersey. This Office will be charged with the execution, oversight, development, and communication of policies relating to economic growth at the NJMC. If adopted by the New Jersey Meadowlands Board of Commissioners, these strategies will constitute the NJMC's economic growth strategies for 2007.

## **BACKGROUND**

The New Jersey Meadowlands District (District) is comprised of a 30.4 square-mile region located five miles west of New York City with approximately 500,000 residents. The region is served by six major roadways, ten rail lines and eight passenger rail stations. In addition, the Meadowlands region is home to several bus services, three “park and rides,” Teterboro Airport, and is proximate to some of the busiest ports and airports in the world. The District’s close proximity to ports, airports and other transportation resources closely links the region with a growing global economy. This infrastructure, combined with the skilled and dedicated workforce available in the region, has helped to provide the Meadowlands District with a strong, vibrant and growing economy.

Before the advent of the NJMC, certain forms of economic development in the District took priority over environmental concerns. While this stimulated economic growth in the short term, it also left polluted land and a mounting environmental burden on current and future generations. The cost of mismanagement of environmental resources is being felt today, as we are forced to deal with contaminated water and soil, while protecting what is left of our depleted environmental infrastructure.

The NJMC has made environmental protection a priority for the region and has enacted numerous measures to try to remediate the pollution that has been left. A significant step towards changing the way growth and development has occurred in the region was taken in January 2004 when the NJMC unveiled its first Master Plan in more than 30 years. This move was further bolstered at the first Meadowlands Economic Conference, in December 2004, when the NJMC established a long range financial support structure for Master Plan objectives by establishing a \$33 million fund. This master plan provides the foundation and vision for development, economic growth and environmental protection for the region and has spurred the implementation of each of the NJMC’s mandates.

Today, the NJMC is successfully weaving its three mandates of development, environmental protection and waste management together to promote a more responsible and effective policy approach to planning and guiding development for the District. For example, today the NJMC’s land use regulations include incentives for developers to adhere to “green building principles,” and staff is exploring alternative fuel uses of the methane that is collected from its landfills. In addition, the NJMC is pursuing policies to decrease the region’s dependence on traditional fossil fuel-based energy sources by promoting renewable energy technologies and energy efficiency. This initiative will not only help insulate businesses from volatile energy prices, but it will help in reducing regional greenhouse gas emissions which are contributing to global climate change. These policies are examples of how the NJMC is proving that economic development and environmental protection can coexist.

## **CURRENT ECONOMIC DATA**

According to an economic growth assessment conducted by Rutgers University for the Meadowlands District, the District is currently home to 80,000 jobs with 57,000 additional jobs forecasted by the year 2020. This increase in jobs is expected to add \$4.8 billion in annual wealth, \$3.3 billion in labor income, and \$139 million in local property taxes. The NJMC’s

Department of Land Use Management estimates that there will be a proportional addition of new housing units, reflective of this growth. In summary, the New Jersey Meadowlands will experience an increase in housing and a 70 percent increase in jobs over the next 15 years. The NJMC is currently evaluating this data to assess the capacity of the existing and planned infrastructure for the region and to plan for the region's needs. In addition, this report will address many of the concerns raised by Rutgers' economic assessment of the region.

At the second Meadowlands Economic Conference in September 2006, Rutgers University Professors Nancy Mantell and Michael Lahr provided the following table to compare and contrast the current breakdown of the industries represented in the Meadowlands District, Bergen and Hudson Counties, and the State of New Jersey.

FIGURE 1

	<b>M e a d o w l a n d s</b>	<b>B e r g e n - H u d s o n - P a s s a i c</b>	<b>N e w J e r s e y</b>
<b>C o n s t r u c t i o n a n d O t h e r</b>	3 %	4 %	4 %
<b>M a n u f a c t u r i n g</b>	27 %	9 %	8 %
<b>W h o l e s a l e t r a d e</b>	18 %	8 %	6 %
<b>R e t a i l t r a d e</b>	9 %	11 %	12 %
<b>T r a n s p o r t a t i o n &amp; W a r e h o u s i n g</b>	12 %	5 %	4 %
<b>U t i l i t i e s</b>	0 %	0 %	0 %
<b>I n f o r m a t i o n</b>	5 %	3 %	2 %
<b>F i n a n c e &amp; i n s u r a n c e</b>	3 %	7 %	5 %
<b>R e a l e s t a t e &amp; r e n t a l</b>	1 %	2 %	1 %
<b>P r o f e s s i o n a l &amp; r e l a t e d s e r v i c e s</b>	5 %	6 %	7 %
<b>M a n a g e m e n t o f c o m p a n i e s</b>	0 %	3 %	2 %
<b>m g m t</b>	4 %	7 %	6 %
<b>E d u c a t i o n a l s e r v i c e s</b>	1 %	2 %	2 %
<b>H e a l t h c a r e &amp; s o c i a l s e r v i c e s</b>	4 %	12 %	12 %
<b>A r t s &amp; E n t e r t a i n m e n t</b>	2 %	1 %	1 %
<b>H o s p i t a l i t y s e r v i c e s</b>	4 %	6 %	7 %
<b>O t h e r p r i v a t e s e r v i c e s</b>	1 %	4 %	4 %
<b>P u b l i c a d m i n i s t r a t i o n</b>	1 %	13 %	16 %

This information provides us with a snapshot in time of which industries are most prevalent in the Meadowlands District today. Bergen, Hudson and Passaic Counties appear to be microcosms of the state's proportionate distribution of jobs, while the Meadowlands District is drastically different. The Meadowlands District has a far greater representation from the manufacturing, retail trade and transportation and warehousing industries than the rest of the counties and the state overall. Rutgers University estimated that job distribution in the region will shift dramatically by the year 2020, with the largest percentage of jobs growing in retail trade, business services and finance.

In the face of so much change, the region must be proactive in shaping its own economic destiny. A central vision and strategy is necessary to focus the region's resources on future economic growth. Strategies must be enacted to promote the economic strengths in the region, direct

future economic growth and make the needed adjustments to meet the tomorrow's demands with today's information. As a multi-faceted state agency, the NJMC is uniquely positioned to take the lead on this effort by coordinating resources, vision and policies pertaining to the economic vitality of the region. The NJMC's role as a regional facilitator of policy with its local municipalities, counties, sister state agencies, and state departments makes it uniquely qualified to spearhead, facilitate and coordinate the District's economic growth strategies.

In prior years, the Meadowlands region only had to compete with growing metropolises around the country for the location of businesses and jobs. In today's global economy, New Jersey's businesses and economic regions compete with other enterprises and economic nodes around the world. Businesses are mobile and constantly searching for locations and talent that offer a competitive edge. The NJMC must actively and effectively build a favorable business climate that will help existing businesses remain and grow in the region while attracting new companies and well-paying jobs. The NJMC must consider the impact that public policies will have on the business climate, capital investments and ultimately job growth.

The following Economic Growth Plan identifies the region's five strategies for growth and articulates the specific action steps that the NJMC will take, in partnership with state and local governments, business, labor, education and community leaders, to encourage and support the creation of jobs. The NJMC can ensure that existing resources are used in a tightly-focused and organized manner to support economic growth.

#### **STRATEGY 1:** *Coordinating Efforts and Message for the Region*

In today's economy, the Meadowlands District must compete with business centers surrounding New York City, throughout the country and the world. Advances in telecommunications and transportation have allowed companies to locate their places of business on other continents while still delivering their products to consumers in the northeastern United States. Changes in the needs and concerns of the business community are a constant, as business leaders continually seek new ways to be competitive and successful. The Meadowlands region can not afford to be reactive to these changes, but must find a way to meet these needs and establish itself as a thriving economic engine. At the first Meadowlands Economic Conference, a policy goal was established to mark this region out as a critical component of the tri-state economic engine. Economic data developed since then has brought into focus the Meadowlands' role within the regional and national economy. To implement this strategy further, the NJMC should consider implementing the following recommendations:

**First, it is recommended that the NJMC establish an Economic Growth Strategy Group.** The NJMC must take the lead on coordinating and implementing economic growth strategies for the region. To best accomplish this goal, the NJMC should work with state and local governments to develop and implement marketing strategies for the region. The NJMC should coordinate the region's efforts with the Governor Corzine's recently released *Economic Growth Strategy for the State of New Jersey 2007* and also with the following state and local agencies:

- New Jersey Meadowlands Commission
- Governor's Office of Economic Growth
- New Jersey Economic Development Authority
- New Jersey Commerce, Economic Growth and Tourism Commission

- Meadowlands Regional Chamber of Commerce
- Hudson County Workforce Investment Board and Economic Development Office
- Bergen County Workforce Investment Board and Economic Development Office
- 14 Meadowlands Municipalities

Representatives designated by each of these entities will comprise the NJMC Economic Growth Group. The local organizations such as the Bergen County and Hudson County Workforce Investment Boards and Meadowlands Regional Chamber of Commerce will provide the NJMC with data and feedback specific to the region, while state agencies, such as the Governor's Office of Economic Growth, will help the NJMC coordinate the region's efforts with the Governor's statewide economic growth strategies. This group will work together to ensure that resources and policies targeted at economic growth are coordinated and focused on a singular vision. NJMC staff should meet at least on a quarterly basis with this group to discuss and evaluate economic growth strategies for the region. This group will provide the NJMC with valuable insight and information specific to both the region and the state to be used in the formulation and coordination of economic growth policies and marketing efforts.

In particular, the NJMC should work closely with the Meadowlands Regional Chamber of Commerce, building upon the marketing successes of the Meadowlands Liberty Convention and Visitors Bureau, its information kiosks, training programs, annual trade shows and events. The experience gained by the Chamber while marketing the region as a tourism destination, as well as the Chamber's established link to the business community, will be invaluable in the creation of a marketing strategy specifically targeting businesses.

**Second, it is recommended that the NJMC embark on a series of initiatives to improve business access to state assistance.** The NJMC should implement a series of changes to provide increased access to businesses seeking government assistance. The NJMC should consider establishing a telephone hotline for businesses to call for information regarding available forms of government assistance. All business inquiries will be handled by staff, including but not limited to questions about NJMC and state land use regulations, questions on roads, utilities, rail lines and other infrastructure in the region, business assistance programs available from state and local governments, and any other questions, comments or concerns that businesses currently located in the region, or considering locating to the region, may have. NJMC staff will work with state and local governments to provide assistance to the business community. In addition, it is recommended that a description of NJMC services for businesses be included on the agency's website with an e-mail link for questions, comments and concerns. The site will build upon presentations and data from the Meadowlands Economic Summit to include economic growth reports prepared by the Edward J. Bloustein School of Planning and Public Policy of Rutgers University. This website will serve as the face of the region's economic growth strategies, activities and statistics. All inquiries from businesses will be answered by the NJMC staff with activity logs kept to compile data on relevant issues and frequent concerns. In addition, the Business Incubator described in Strategy 4 of this report, will provide businesses with another resource for businesses to obtain information.

**Last, it is recommended that the NJMC develop procedures that effectively monitor and evaluate economic growth strategies in the Meadowlands region.** The NJMC should authorize Rutgers University, Edward J. Bloustein School of Planning and Public Policy to conduct a detailed economic growth study for the Meadowlands District on an annual basis.

This study will assist the NJMC with the formulation of economic growth strategies based upon current and projected economic data for the District, the region (including the two counties), and the state. This study should include the following information:

- Percentage breakdowns of the industries represented in the District, region and state
- Five, ten and fifteen year forecasts of industry trends in the District
- Regional, national and global economic data for the strength or weaknesses of the industries currently located in the District
- An inventory of current and future infrastructure demands by industries in the region
- A current breakdown of the workforce living in the region compared to the workforce working in the region.

This information will be used by the NJMC, in conjunction with state and local government entities, to develop yearly economic growth policies, goals and deliverables. The NJMC should work with the Bloustein School to focus this study on data that is most relevant to current economic trends, projected economic trends, or economic growth strategies in the District.

In addition, the NJMC staff should work to develop an electronic comprehensive tracking system for the agency's and region's economic growth policies, projects and data. The tracking system will track all economic growth projects in the region, with all activities outlined in this report including the work of the Business Incubator. NJMC staff will constantly update and monitor this information. The tracking system will provide a yearly summary of all economic growth activities undertaken by the NJMC.

An annual summary of the NJMC's and region's economic growth activities (provided from the tracking system) will be provided in an annual NJMC Economic Growth Report. This report will include the region's successes or failures at meeting various economic goals and deliverables as they are established by the NJMC, and outline the goals and deliverables for the following year. The report should be publicly introduced by each December 1<sup>st</sup>. This report will effectively provide the NJMC and region with an annual report card to be used when drafting future economic policies, and allow for comments, questions or concerns to be addressed by the agency's stakeholders. Also, this document will promote transparency and openness about the NJMC's economic growth policies, strategies and vision for the upcoming year.

Together, these recommendations will help to establish a system that coordinates the resources of the region and state, and establishes an open line of communication to the business community. The website, telephone hotline, and annual Economic Growth Report will help establish strong communication lines while implementing, coordinating, and communicating economic growth strategies.

## **STRATEGY 2: *Develop and Prepare the Workforce***

At the second Meadowlands Economic Conference, Rutgers University presented data predicting a major industry shift within the Meadowlands region. In response to this anticipated industry shift, the Meadowlands Regional Chamber of Commerce is currently working with the John J. Heldrich Center for Workforce Development of Rutgers University to collect information and recommendations on how to best train and equip the region's workforce for future industry demands. The NJMC must share this information with its constituents and coordinate programs



and policies that best prepare the workforce for the shifting business climate of the Meadowlands.

**To effectively enact this strategy, it is recommended that the NJMC establish a Meadowlands Workforce Development Consortium.** In this competitive global workplace environment, the NJMC must work to meet the employment needs of the region by assisting the region's job seekers, including future workforce members currently in the education system, to obtain the skills and education needed in a competitive workplace environment. The members of this consortium will consist of the following:

- New Jersey Meadowlands Commission
- Meadowlands Regional Chamber of Commerce (MRCC)
- Bergen County Workforce Investment Board (BCWIB)
- Hudson County Workforce Investment Board (HCWIB)
- Bergen County Community College
- Hudson County Community College
- Local Labor Unions

The purpose of this group will be to review demographic data of the existing regional workforce and determine what additional skills will be needed to accommodate the projected industry growth in the region and how to best meet these workforce needs. This group will submit relevant information for posting on the NJMC's website link for businesses, which will include a link to the MRCC's job bank. The NJMC will chair the Consortium, and coordinate all meetings and relevant exchange of information between members. A summary of the activities undertaken by this group will be presented to the Commission on an annual basis along with recommendations to improve workforce development.

The Consortium will be directed to create two subcommittees to provide targeted support and information pertaining to its mission statement. The first subcommittee will focus on education needs for the region and should consist of representatives from the local school districts and the local colleges and universities, as well as the Bergen and Hudson County Community College Consortium members. The education subcommittee will provide the consortium with relevant guidance, recommendations and information pertaining to the education and training focuses of the region's students. Specifically, this subcommittee will provide the consortium with valuable statistics on enrollment, majors, professional clubs and organizations, and other information deemed relevant by the consortium. Initially, this subcommittee should conduct an audit of future career programs available in the Meadowlands District for high school, vocational school and college students. This information will be useful to the Consortium to determine the current links to the workforce with the local high schools and colleges.

The second subcommittee will focus on economic development and should consist of the Bergen and Hudson County Economic Development Commission, as well as the MRCC, BCWIB and HCWIB Consortium members. This subcommittee will provide the consortium with information pertaining to the economic development initiatives and strategies of two counties represented in the Meadowlands District. The Consortium will direct the efforts of the subcommittees, and use these efforts to assist in the formulation and implementation of strategies and policies relevant to its mission.

A strong coordinated effort is necessary to best prepare the region's workforce for the challenges of an ever-changing workforce environment. The establishment of the Meadowlands Workforce Development Consortium will formalize the process necessary to efficiently utilize the region's resources for constructive policies that effectively implement workforce development policies and initiatives.

**STRATEGY 3:** *Maintain, Develop and Upgrade the Infrastructure of the Region*

Similar to other parts of New Jersey, the Meadowlands region faces a stressed transportation system, recurrent flooding and rising energy prices. All of these obstacles reduce the bottom line for businesses. In response, the NJMC should promote sustainable growth with an emphasis on strategic infrastructure investments, such as greyfields and brownfields redevelopment that support continued economic growth while enhancing and preserving the environment. To implement this strategy it is advised that the NJMC enact the following recommendations:

**First, it is recommended that the NJMC work to further promote responsible land use planning policies throughout the Meadowlands Region.** The NJMC will work with the Office of Smart Growth (OSG) of the New Jersey Department of Community Affairs (DCA), to ensure that the NJMC and Meadowlands municipalities' planning strategies are consistent with the principles of smart growth and the policies of the New Jersey State Development and Redevelopment Plan (State Plan). While the NJMC's regional zoning and planning jurisdiction spans 14 municipalities, it does not encompass the entirety of any of those municipalities. OSG and the NJMC can work closely together to link up the NJMC and State Plan jurisdictions of each municipality, to dovetail planning efforts and ensure that planning is happening comprehensively for the entirety of each municipality.

In order to do this, the NJMC should facilitate the 14 Meadowlands municipalities' participation in the State Planning Commission's Plan Endorsement process, a comprehensive planning and analysis process that evaluates a municipality's or region's planning for consistency with the State Plan. Plan Endorsement helps municipalities develop a plan for the entire community that takes into account affordable housing requirements, smart growth principles and local environmental resources. The Commission will provide, to the extent possible, financial assistance to its municipalities to support this endeavor.

Included in these efforts should be a cooperative effort on behalf of the OSG, the NJEDA, the New Jersey Redevelopment Authority (NJRA), and the NJMC to redevelop the region's greyfields and brownfields. Focusing resources on redeveloping these properties will help improve the region's economy by utilizing once vacant and under-utilized properties for economic growth. The redevelopment of greyfields and brownfields will help the region embark on new economic growth projects by recycling sites of past economic failure into future economic growth opportunities and successes. These sites can become valuable contributions to the community. A coordinated effort to redevelop these sites will provide the region with an opportunity for new economic growth while preserving the integrity of the surrounding environment.

The NJMC should work with the Council on Affordable Housing (COAH) of the DCA to obtain COAH certification for all 14 Meadowlands municipalities. A 1985 New Jersey Supreme Court ruling determined that citizens of New Jersey have a constitutional right to obtain affordable

housing. The ruling obligated municipalities to establish realistic opportunities for the provision of fair-share, low and moderate income housing through their planning and zoning authorities. Previously, the NJMC has allocated funding and provided technical assistance for municipalities to draft and implement COAH plans. The NJMC should work to ensure the region's compliance with affordable housing development. It is also recognized that facilitating a range of housing stock options and locating affordable housing adjacent to mass transit will allow a full spectrum of the District workforce to reside near their jobsites, reducing the strain placed on the transportation system.

**Second, it is recommended that the NJMC work to improve the transportation system within the Meadowlands District.** The NJMC must continue implementing policies that build upon the Transportation Systems Strategies outlined in the NJMC Master Plan and the Meadowlands Mobility 2030 technical report. At the first Meadowlands Economic Conference, a high priority was given to developing better regional tools to address transportation bottlenecks within the District. This was reaffirmed at the second Meadowlands Economic Conference with an emphasis on internal circulation within the District. Efforts in this direction include the completion and full implementation of the Transportation Plan for the Meadowlands Transportation Planning District. The Hackensack Meadowlands Transportation Planning District Act (enacted Jun 24, 2005), requires the development of a Transportation Plan in the Meadowlands District to establish goals, policies, needs, and improvement priorities for all modes of transportation within the District for a 20-year horizon. The Plan accounts for likely future growth within the District and identifies transportation improvements that will be needed to support anticipated development. It is recommended that this Plan be completed by May 1, 2007 and that the NJMC staff use this plan to implement strategies and policies that work to strengthen the region's transportation infrastructure.

**Third, it is recommended that the NJMC implement policies that reduce the impacts of flooding in the District.** In October 2004 the NJMC commenced its efforts to assist local governments with flood relief through a regional floodplain management plan. Then, in December 2004, flood relief was added to the NJMC's overall economic growth policy at the first Meadowlands Economic Conference. Consistent with these two efforts, the NJMC recently commissioned Rutgers University to conduct a Stormwater Utility study to determine the feasibility of the NJMC becoming a stormwater utility to serve the region. Under this plan, the NJMC would assume the responsibilities of upgrading and maintaining the current stormwater infrastructure and potentially serve as a first responder during flood crises. Currently, municipalities, which in many cases have the primary responsibility for many flood structures, are overburdened. Often they must contend with flood control structures that are remote, inaccessible and difficult to safely maintain.

In addition, it is the opinion of NJMC staff, and finding of the Hackensack Meadowlands Floodplain Management plan, that much of the flooding in the Meadowlands District could be alleviated if the current system were effectively maintained. This would eliminate much of the flooding that disrupts commuter and commercial vehicular flow and business operations. It is crucial that the NJMC continue work to alleviate the flooding problems in the District that negatively impact local businesses and the economy of the region. It is also recommended that the NJMC continue its telephone hotline to be used by businesses and residents to report flooding after emergency services have been notified. This information can be used to assess the

economic impacts of flooding and also can be used to mobilize first responders during flood crises.

**Fourth, it is recommended that the NJMC initiate more aggressive policies that further increase the region's independence from traditional energy sources while reducing the region's greenhouse gas emission impacts on the environment.** The NJMC should continue to promote and support the growth of renewable energy and energy efficiency in the region. These efforts will help drive down energy prices while protecting the environment from carbon dioxide and other harmful greenhouse gas emissions (emitted from traditional energy sources) and providing a more stable and sustainable energy source. The greenhouse gasses that are emitted from traditional energy sources contribute to global climate change which may result in a significant sea level rise that would cause wide-spread tidal flooding throughout the Meadowlands region. Global climate change stands to be a strategic challenge to economic growth in the future and though the Meadowlands District's impact on the global phenomena is small, the District cannot afford to wait for the pace of international action to match the threat.

The NJMC should examine more aggressive regulation changes that reduce the region's demand for traditional energy sources. These regulation changes should include additional renewable energy and energy efficiency requirements. The Meadowlands' Renewable Energy Master Plan, which is currently being drafted, will provide the District with detailed initial strategies and goals to best promote the implementation and installation of renewable energy technologies, alternative energy technologies, and energy efficiency applications.

In addition, the NJMC should charge the Business Incubator, outlined in Strategy 4 and Meadowlands Workforce Development Consortium, with targeting businesses in the renewable energy industry for location within the District. As energy prices rise and the threats of global climate change are realized, world leaders are beginning to look for alternative sources of energy. Renewable energy technologies promise to provide part of the solution to the world's growing energy crisis. Therefore, the NJMC should work to locate renewable energy businesses and technology centers in the Meadowlands District. These businesses promise to provide high-technology jobs and an increased supply of renewable energy products to the region. The NJMC should establish a goal of locating at least one renewable energy business in the Meadowlands District by December 31, 2007.

Furthermore, the NJMC should continue its commitment to the principles of the Kyoto Protocol for global reductions in greenhouse gas emissions. The NJMC should examine more aggressive strategies for reducing greenhouse gas emissions at the NJMC facilities and work to implement innovative policies that further reduce the District's output of greenhouse gas emissions. The Meadowlands municipalities should be further encouraged to endorse the principles of the Kyoto Protocol by signing onto the U.S. Mayors Climate Protection Agreement. In addition, the NJMC should establish a series of programs to increase awareness and knowledge about the causes and effects of global climate change. These programs should be directed at providing information to local high school students, community college students, business leaders, local political leaders, and local constituents. Specifically, it is strongly recommended that the NJMC conduct and organize a conference on Global Climate Change next year to educate the community about the subject of global significance.

**Last, it is recommended that the NJMC authorize a research study to determine the feasibility of alternative waste disposal methods.** It is critically important that the Meadowlands region research ways to increase its sustainability. In addition to decreasing the region's reliance on outside energy sources, the NJMC must also look for ways to decrease the region's dependence on outside sources for solid waste disposal. It is recommended that the NJMC investigate alternative methods to dispose of a portion of the region's municipal solid waste. While most orphaned, abandoned and previously unregulated landfills in the Meadowlands District have been closed and are being remediated under NJMC jurisdiction, the production of household waste in the region continues to increase with population growth. Technology continues to advance and develop alternative methods to dispose of this waste. The NJMC should authorize research to determine the feasibility of hosting such a technology in the Meadowlands District. The results of this research should be presented in next year's Meadowlands Economic Growth Plan.

The NJMC should coordinate infrastructure improvements (including transportation and energy) projects with the Port Authority of New York and New Jersey (PANYNJ) and the New Jersey Sports and Exposition Authority (NJSEA). These two entities have several large projects that will greatly impact the existing infrastructure of the region. It is important that the NJMC coordinates efforts with the PANYNJ and the NJSEA to best determine the current and future infrastructure needs of the region.

The economic vitality of the Meadowlands region will be determined by the strength of its infrastructure. This infrastructure includes the region's transportation system, susceptibility to flooding and energy security. It is necessary that these infrastructure needs are maintained, developed and upgraded for the region's economy to thrive and compete in the global economy.

#### **STRATEGY 4:** *Target and Direct Future Economic Growth*

Governor Jon S. Corzine recently released the *Economic Growth Strategy for the State of New Jersey 2007*. This report outlines the strategies, priorities and action steps that the State of New Jersey must implement to advance its own economic growth. In this report, Governor Corzine emphasizes the types of businesses that should be targeted for growth. The report states:

“...to ensure that state resources are targeted in the most effective manner, the state's economic growth efforts will further focus on industries and sectors that are likely to benefit from state assistance and create sustainable above-average-wage job growth for the state's residents...”

(Economic Growth Strategy for the State of New Jersey, page 10).

To implement this strategy the NJMC should implement the following recommendations:

**First, it is recommended that the NJMC target economic growth efforts on the specific industries and sectors stated in the Governor's Economic Growth Strategy Report.** The following are industries and sectors that are most likely to benefit from NJMC work to advance the Governor's initiative and establish strategies to focus the region's resources to encourage the growth of the following businesses as stated in the Governor's Economic Growth Report:

- Small and medium-sized businesses, which represent 96 percent of all businesses and 36 percent of all jobs. The state's small and medium-sized businesses are most likely to benefit from state assistance as they work to remain profitable and grow.
- Jobs that pay above-median salaries and provide health benefits. The state's economic growth efforts should be focused on creating well-paying jobs for state residents.
- Industry sectors that are currently concentrated in the state and region. Industries that are already concentrated in the state are located here because they depend on the state's talented workers and close proximity to many large markets. As a result, these sectors, which include financial services, information technology, life sciences, communications, logistics, agribusiness, and gaming/tourism, represent important opportunities for future economic growth.
- Industry sectors that are expected to grow nationally and internationally over the next 10 years. Growing sectors are most likely to provide sustainable job growth for the region.

The economic growth policies and goals for the Meadowlands region must correspond with those outlined in Governor Corzine's report. Specifically, the NJMC should utilize the economic data prepared by Rutgers University as part of an annual economic growth report to further target specific industry sectors that meet the types of businesses stated above.

**Second, it is recommended that the NJMC establish a Meadowlands Business Incubator.** To target and direct future economic growth, it is essential that the NJMC establish a program to provide services to potential businesses to ease their transition into the region. Therefore, it is recommended that the NJMC establish a Meadowlands Business Incubator, consistent with a mandate established at the 2006 Meadowlands Economic Conference, to further facilitate the location of businesses and future industries into the Meadowlands District that comply with the Governor's strategies outlined in his Economic Growth report.

This Incubator will work to provide new businesses with office space and connectivity to government resources. It will work to secure low interest loans and grants from the state and federal governments to assist businesses interested in locating into the region. The Business Incubator will also be used when targeting specialized industries to locate within the District, like the renewable energy industry, and other industries that comply with the strategies in this report.

Also, the Business Incubator would be charged with increasing communication with small, women-owned, minority-owned and local businesses. *The Economic Growth Strategy for the State of New Jersey* states that "access to capital has been, and remains, a critical issue for emerging and growing business, particularly those owned by women and minorities." The Governor's report directs the state's departments and authorities to work to provide additional opportunities and opportunities to this business sector. The Business Incubator can work to further this goal by the Governor to effectively promote and support the region's small, minority-owned, and women-owned businesses and entrepreneurs.

The efforts of the Business Incubator will also be focused on attracting businesses that correspond with the long-term economic growth vision for the region. All activities and projects

undertaken by the Business Incubator should be monitored by the NJMC electronic comprehensive monitoring system, outlined in Strategy 1 of this report.

**Last, it is recommended that the NJMC implement policies and strategies that support small, women-owned, minority-owned and local businesses.** Earlier this year, Governor Jon S. Corzine signed Executive Order (EO) 34 in recognition of the need to leverage the state's purchasing power to help facilitate growth among New Jersey's women-owned and minority-owned businesses. This Executive Order established a Division of Minority and Women Business Development within the Office of Economic Growth to track the state's efforts and progress in pursuing this initiative. In addition to Executive Order 34, the Governor's Economic Growth Report also lists the growth of small, minority-owned, and women-owned businesses as a statewide priority to encourage economic growth.

In conjunction with Governor Corzine's EO 34 and the Governor's Economic Growth Report, it is recommended that the NJMC provide increased incentives to small, minority-owned and women-owned business to enhance growth in this sector of the economy. These incentives could include a higher prioritization for NJMC procurement if a business meets the criteria for small, minority-owned and/or women-owned business. It is recommended that the NJMC charge the NJMC's Department of Finance and Management with spearheading this initiative. These activities should be tracked in the NJMC electronic comprehensive tracking system. The Department of Finance and Management will monitor and report on minority-owned and women-owned business participation in the NJMC procurement process from issuance of public bid documents to contract awards.

In addition, the NJMC should develop a strategy to increase outreach efforts to small, minority-owned, and women-owned businesses to increase awareness and understanding of NJMC and state procurement opportunities. The Business Incubator should be charged with increased outreach efforts with small, minority-owned, and women-owned businesses. All public bid documents of the NJMC will be posted on the agency's website, and where possible the NJMC will provide links to other public bid documents being advertised by other state entities.

#### **STRATEGY 5:** *Increase Government Efficiency*

The NJMC recognizes that New Jersey suffers from high property taxes that put a strain on families and businesses who wish to remain in the state. In order to increase government efficiency, it is urged that the NJMC enact the following recommendations:

**First, it is recommended that the NJMC increase the sharing of municipal services in the Meadowlands District.** One of the potential solutions to alleviate the property tax strain on citizens is to increase the sharing of services and equipment amongst Meadowlands District municipalities. Currently, the NJMC is undertaking a shared services study, which will include drafting an action plan and allocation of an initial sum of \$1 million in grant monies to promote the sharing of services between Meadowlands municipalities. This refocused regional approach to services is necessary to provide increased services to the businesses and residents of the area while decreasing their property tax burdens. The NJMC should provide increased financial incentives, utilizing the \$1 million allocation, for municipalities that submit joint grant applications. Over the next twelve months, it is advised that the NJMC Executive Director

develop a series of recommendations that will incentivize joint-municipal grant applications for all NJMC grants.

**Second, it is recommended that the NJMC examine a further expansion of its Municipal Equipment Pool to provide the Municipalities with further technical assistance at no cost to taxpayers.** This pool is maintained and operated by the NJMC staff and provides the Meadowlands region with much needed equipment support, such as stormwater maintenance. At this point, the program has provided Meadowlands municipalities with more than 700 hours of equipment support and nearly 1000 staff hours of support in 2006. In the past, these services would be contracted out at an hourly rate, costing each municipality thousands of dollars per year. An expansion of the equipment pool is recommended to further reduce the financial burden placed on Meadowlands municipalities to provide necessary support to their businesses and residents.

**Last, it is recommended the NJMC analyze and implement policies that streamline state and local permitting processes.** Strategy 1 listed several recommendations that the NJMC must implement to increase coordination of resources and vision among state and local governments. This concept must also be utilized to streamline local government in the Meadowlands region. Where possible the NJMC should work with other state agencies and local governments to develop policies that streamline the permitting process. It is important to discuss with the New Jersey Department of Environment Protection the feasibility of developing joint permitting and computer permitting processes that will be more efficient. It is recommended that over the next 12 months, the NJMC work to identify overlap in state and local permitting requirements, and pursue the signing of a Memorandum of Understanding with these entities to reduce this redundancy where possible.

## **IMPLEMENTATION**

**Finally, it is recommended that the NJMC utilize the next 12 months commencing on November 28, 2006 to establish an Office of Economic Growth to develop and implement the economic growth strategies contemplated in this report.** The Office of Economic Growth will be responsible for coordinating the activities of the NJMC with other state and local governments, and will take into consideration input from the region's citizens, community leaders, and businesses. Also, the Office of Economic Growth will oversee the operations and activities of the Meadowlands Workforce Development Consortium and the Meadowlands Business Incubator. The Office will be responsible for responding to questions from business leaders and developing an economic growth report for each upcoming year by December 1<sup>st</sup> of the previous year. The Office will develop a comprehensive vision for the NJMC's economic growth efforts.

All state and local government agencies must work together and collaborate with the private sector to increase economic growth opportunities in the region. The implementation of economic growth strategies identified in this report must incorporate environmental enhancement programs and initiatives, as well as correspond to and compliment the economic growth strategies outlined by the Governor.

The economic growth strategies outlined in this report must also be implemented in a manner that is fiscally sound, guided by the highest ethical standards, and focused on providing efficient



and responsive services for citizens and businesses while protecting and enhancing the environment.

The following measures are critical to the success of economic success for the region:

- This economic growth strategy report should be updated annually to reflect changing economic conditions, to interpret and disseminate new data, and to include feedback from all affected parties.
- The NJMC should identify measurable indicators and targets of success, monitor them consistently and provide yearly assessments of progress made to the public at a yearly Economic Growth Summit.
- The Economic Growth Summit will focus on the coordination of efforts, development of a vision for the region, and communication amongst the variety of NJMC stakeholders.
- The NJMC should continually monitor progress toward achieving the goals to ensure openness and accountability to the region's businesses, residents and other constituents.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER  
INTO A MEMORANDUM OF UNDERSTANDING WITH COOK COLLEGE  
TO EVALUATE THE STORMWATER AND GROUNDWATER IMPACTS TO  
THE KEARNY MARSH FROM SURROUNDING PROPERTIES**

**WHEREAS**, the NJMC is committed to the full restoration of the Kearny Marsh, a 322 acre fresh water wetland currently impacted by leachate from landfills and runoff from surrounding properties.

**WHEREAS**, the restoration of the Kearny Marsh includes the closure and containment of the Keegan Landfill and the installation of water control structures to optimize habitat for waterfowl and associated wildlife.

**WHEREAS**, the proper closure of the landfill, remediation of the marsh and preventing surrounding properties from contributing pollutants to the marsh is of great environmental and economic benefit to the community; and

**WHEREAS**, the interdisciplinary scientific team from Rutgers University, Cook College has the scientific understanding and tools to investigate the complex processes impacting the Kearny Marsh from surrounding properties; and

**WHEREAS**, preliminary information about the magnitude and potential sources of pollution entering the marsh through runoff and underground seepage from surrounding properties has been collected and analyzed; and

**WHEREAS**, this team requires one more year of monitoring to determine the exact location, nature and extent of the pollutants entering the marsh and to elaborate a detailed hydrological model for its mitigation and control.

**NOW, THEREFORE, BE IT RESOLVED**, that the Executive Director is hereby authorized to enter into a Memorandum of Understanding with Rutgers University, Cook College to evaluate the stormwater and groundwater impacts to the Kearny Marsh from surrounding properties with funding not to exceed \$100,000.

The foregoing resolution was adopted on Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-04

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Francisco Artigas Date: January 10, 2007

Subject: One year Renewal of Kearny Marsh Stormwater and Groundwater

The NJMC is committed to the full restoration of the 322 acre Kearny Marsh. Pollutants from the adjacent Keegan Landfill have impacted this freshwater wetland for many years. Containing the Keegan Landfill and preventing pollutants from this landfill from reaching the marsh is one of the main components of the Kearny Marsh restoration plan. Optimizing this area for recreation and waterfowl habitat by controlling water levels is also an important component of the restoration. The only unknown factors that may compromise its long term sustainability are pollutants entering the marsh via runoff or groundwater intrusions from surrounding properties other than the Keegan Landfill.

For the last 12 months, sampling and monitoring of surface and groundwater entering the Kearny Marsh have been monitored by a team of scientists from Rutgers University Cook College. They have found organic and heavy metal pollutants that exceed the established criteria in samples from groundwater wells and surfacewater runoff. Due to these findings and additional data which is now required for verification and modeling, we are renewing the study for an additional year. During this final year the study will produce a field calibrated water quantity and quality model for assessing the consequences of the identified sources of pollution on the marsh. Finally, this study will help develop strategies for eliminating these passive sources of pollution entering the marsh which could compromise its post restoration long term sustainability. I therefore recommend a resolution for a second year funding cycle for this study and not to exceed \$100,000.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR  
TO ENTER INTO A CONTRACT FOR  
LANDSCAPE MAINTENANCE SERVICES**

**WHEREAS**, the New Jersey Meadowlands Commission requires landscape maintenance services for Richard W. DeKorte Park, Three Wetland Enhancement Sites and Two Landfill Sites; and

**WHEREAS**, this work was publicly bid, with six (6) bids being received on December 6, 2006; and

**WHEREAS**, LTI, Incorporated was the lowest responsive bidder, with a bid in the amount of \$383,500 for the first year; \$383,500 for the second year; and \$394,255 third year; for a total three-year price of \$1,161,255; and

**WHEREAS**, staff review of the bid indicates that the bid is reasonable and proper, as outlined in the attached memorandum; and

**NOW, THEREFORE, BE IT RESOLVED** by the New Jersey Meadowlands Commission that the Executive Director is hereby authorized to enter into a contract with LTI, Incorporated for landscape maintenance at a cost not to exceed \$1,161,255.

The foregoing resolution was adopted by Commission vote.

\_\_\_\_\_  
Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

\_\_\_\_\_  
Robert R. Ceberio  
Secretary

Resolution No. 07-05

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Thomas Marturano

Date: January 10, 2007

Subject: Landscape Maintenance: Contract LA - 06-002

On December 6, 2006, bids were received and opened for the above-referenced contract. The contract will cover landscape maintenance services for DeKorte Park, three wetland sites and two landfill sites and is renewable up to three years.

This resolution authorizes the Executive Director to enter into a contract as described in the bid documents. Under the new contract, the hours at DeKorte Park will be increased to allow for the increased workload required by a mature facility; the Kingsland Overlook is now 16 years old. Some of this work has previously been bid under separate contracts.

The time spent at the wetland enhancement sites will be increased for similar reasons. It should be noted that the costs for the wetland sites are based on estimates of required work hours but will be incurred on an as-needed basis. The landfill costs are based on unit prices for specific tasks and will also be expended as needed.

During the bid period, a total of twelve prospective bidders purchased the contract documents. A mandatory pre-bid conference held November 14, 2006, narrowed the field of eligible bidders to nine. Six bids were received.

The lowest responsive bidder was LTI, Incorporated of Roseland, NJ, with a bid for the three-year period of \$1,161,255. Review of the bid indicates it is complete and in order.

Therefore, we are submitting for your consideration and approval, a resolution authorizing the Executive Director to enter into a contract for landscape maintenance with LTI, Inc. of Roseland, NJ.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR  
TO ENTER INTO A CONTRACT FOR  
WOOD SALVAGE & DEMOLITION AT THE BARGE CLUB**

**WHEREAS**, the New Jersey Meadowlands Commission (NJMC) purchased the former Barge Club property in Carlstadt in the fall of 2005; and

**WHEREAS**, NJMC resolution 05-91 appropriated funds for the park construction; and

**WHEREAS**, the NJMC has developed a master plan for the River Barge Park; and

**WHEREAS**, the first phase of the ultimate development of the River Barge Park involves the wood salvage and demolition of the former restaurant structures; and

**WHEREAS**, plans and specifications for the wood salvage and demolition were prepared by the NJMC staff and publicly bid, with six (6) bids received on December 13, 2006; and

**WHEREAS**, Global Development, LLC of Belleville, NJ, was the lowest responsive bidder, with a bid in the amount of \$ 191,952.40; and

**WHEREAS**, staff review of the bid indicates that the bid is reasonable and proper, as outlined in the attached memorandum; and

**NOW, THEREFORE, BE IT RESOLVED** by the New Jersey Meadowlands Commission that the Executive Director is hereby authorized to enter into a contract with Global Development, LLC for the wood salvage and demolition at the Barge Club at a cost of \$191,952.40 of which \$19,195.24 will be reimbursed by the Meadowlands Conservation Trust for the removal and wood salvage of the river barge.

The foregoing resolution was adopted by Commission vote.

\_\_\_\_\_  
Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

\_\_\_\_\_  
Robert R. Ceberio  
Secretary

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Thomas Marturano Date: January 10, 2007

Subject: Wood Salvage & Demolition at the Barge Club LA-06-03

On December 13, 2006, bids were received and opened for the above-referenced contract. This project begins the first phase of the ultimate development of the River Barge Park in Carlstadt. This contract involves wood salvage and demolition of the existing restaurant including the removal of the floating docks in the marina area, and general site clean-up of the future park site as well as 1 acre of the adjacent Richard P. Kane Tract. Also included (albeit as a separate line item to be paid by the Meadowlands Conservation Trust) is the removal and wood salvage of the river barge on the Trust property.

During the bid period, a total of fifteen prospective bidders purchased the contract documents. Six bids were received, ranging from \$180,000 to \$721,000.

Philip DeLucia/Cliffside Paving of Cliffside Park, NJ, had the lowest price of \$180,000. A review of their bid submission specifically Section 00420, Work Experience Affidavit, revealed a deficiency in relevant work experience. Therefore, the bid submitted by Philip DeLucia/Cliffside Paving was non-responsive and ineligible for the contract award.

The second low bidder was Global Development Contractors, LLC of Belleville NJ with a bid of \$191,952.40. Review of their bid submission indicates it was complete and in order.

Therefore, we are submitting for your consideration and approval a resolution authorizing the Executive Director to enter into a contract with Global Development, LLC for wood salvage and demolition at the Barge Club at a cost of \$191,952.40



**RESOLUTION ADOPTING COMPREHENSIVE CHANGES TO NJMC  
REGULATIONS GOVERNING AFFORDABLE HOUSING**

**WHEREAS**, the New Jersey Meadowlands Commission (NJMC) is authorized by N.J.S.A. 13:17 *et seq.* to adopt codes and standards regarding land use, comprehensive zoning, and housing with respect to the Meadowlands District; and

**WHEREAS**, the NJMC authorized staff to prepare new rules to facilitate the capacity of the District's constituent municipalities to meet their affordable housing obligations in accordance with the requirements of the New Jersey Council on Affordable Housing; and

**WHEREAS**, a Notice of Proposal was filed with the Office of Administrative Law and published in the September 18, 2006 issue of the New Jersey Register; and

**WHEREAS**, a public hearing was held at the offices of the Commission on October 17, 2006; and

**WHEREAS**, based on the record in this matter, the staff recommends that the proposal be adopted without substantive change.

**NOW, THEREFORE, BE IT RESOLVED**, that the New Jersey Meadowlands Commission hereby adopts the affordable housing rulemaking proposal and authorizes the staff to prepare and submit a Notice of Adoption to the Office of Administrative Law for publication in the New Jersey Register. The new regulations will become effective upon publication in the Register.

The foregoing was adopted by Commission vote.

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Susan Bass Levin  
Chairman

I certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert Ceberio, Executive Director

From: Ileana Kafrouni Date: January 10, 2007

Subject: Adoption of Proposed Regulations - Affordable Housing Initiatives

At its July 10, 2006, meeting, the Commission authorized staff to file a Notice of Proposal and to hold a public hearing regarding proposed comprehensive changes to NJMC regulations governing affordable housing. The changes were prepared to facilitate the capacity of the District's constituent municipalities to meet their affordable housing obligations in accordance with the New Jersey Council on Affordable Housing's (COAH) Procedural and Substantive Rules Governing Affordable Housing. These rules are commonly referred to as the COAH Third Round Rules.

The Notice of Proposal appeared in the September 18, 2006 issue of the New Jersey Register. A public hearing was held at the Commission's offices on October 17, 2006. Staff received 11 sets of written comments and public statements during the public comment period. On November 20, 2006, the matter was forwarded to the Hackensack Meadowlands Municipal Committee for its consideration. The Committee approved the proposed changes at its December 18, 2006 meeting. Based on the record in this matter, the staff recommends that the Commission adopt the proposal without substantive change. A resolution requesting the same is attached for your consideration.

**RESOLUTION AUTHORIZING THE APPROPRIATION OF FUNDS TO MAKE  
FINAL PAYMENT TO MCMANIMON AND SCOTLAND, LLC FOR THE  
PERFORMANCE OF LEGAL SERVICES**

**WHEREAS**, on May 18, 2004, McManimon & Scotland, LLC was authorized by the New Jersey Meadowlands Commission (NJMC) to serve as special counsel on the EnCap Golf Redevelopment Agreement (Agreement); and

**WHEREAS**, the Office of the Attorney General has authorized the use of McManimon & Scotland, LLC by the NJMC for legal work; and

**WHEREAS**, pursuant to its authorization, the firm performed legal work for the NJMC relevant to the Agreement; and

**WHEREAS**, final payment is due for services performed by McManimon & Scotland, LLC in the amount of \$32,440.12.

**NOW, THEREFORE, BE IT RESOLVED** the New Jersey Meadowlands Commission hereby authorizes the Executive Director to make final payment to McManimon & Scotland, LLC for legal services performed in the amount of \$32,440.12.

**BE IT FURTHER RESOLVED** that the NJMC budget shall be amended accordingly.

The foregoing Resolution was adopted by Commission vote.

\_\_\_\_\_  
Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

\_\_\_\_\_  
Robert R. Ceberio  
Secretary

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Christine A. Sanz Date: January 10, 2007

Subject: McManimon & Scotland Final Payment

On May 18, 2004, the firm of McManimon & Scotland (Firm) was authorized to perform legal work for the New Jersey Meadowlands Commission (NJMC) relevant to the EnCap Golf Redevelopment Agreement (Agreement) as the NJMC's special counsel. The Firm has served as the NJMC's special counsel and has accordingly concluded their legal services related to the Agreement. There is an outstanding balance owed of \$32,440.12 for work performed by the Firm.

Consequently, staff requests authorization to appropriate \$32,440.12 to make final payment to the Firm for legal services performed.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO  
ALLOCATE UP TO \$30,000 TO RUTGERS UNIVERSITY FOR AN  
OYSTER HABITAT DEVELOPMENT FEASIBILITY STUDY  
IN THE HACKENSACK RIVER**

**WHEREAS**, the presence of oysters in a river system can have tremendous environmental impacts; and

**WHEREAS**, oysters are capable of filtering as much as 10 quarts of water an hour and therefore reducing water turbidity, which increases light transmission through the water column, creating a habitat supportive of submerged sea grass growth while improving overall water quality; and

**WHEREAS**, the presence of oysters in a river system creates oyster reefs, which reduce water flow velocities, while providing organic material that serves as a food source for reef inhabitants, a habitat for organisms and transitory fish, and as forage habitat for birds and mammals; and

**WHEREAS**, in 1997 the NY/NJ Baykeeper and Hackensack Riverkeeper conducted a study in only select locations which determined that oysters were capable of surviving in the Hackensack River; and

**WHEREAS**, it would be advantageous for the New Jersey Meadowlands Commission work with Rutgers University, the NY/NJ Baykeeper, and Hackensack Riverkeeper to conduct a study to determine the feasibility of hosting an oyster habitat in the Hackensack River.

**NOW, THEREFORE, BE IT RESOLVED**, that the New Jersey Meadowlands Commission authorizes the Executive Director to enter into a contract not to exceed \$30,000 with Rutgers University to conduct an oyster habitat development feasibility study in the Hackensack River; and

**LET IT FURTHER BE RESOLVED**, that Rutgers University work in conjunction with the NY/NJ Baykeeper and Hackensack Riverkeeper for the purposes of this study.

The foregoing was adopted by Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting on January 10, 2007

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Robert R. Ceberio  
Secretary

Resolution No. 07-09

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners

From: Robert R. Ceberio Date: January 10, 2007

Subject: Oyster Habitat Development Feasibility Study

The attached resolution would allocate up to \$30,000 to Rutgers University to conduct an Oyster Habitat Development Feasibility Study in the Hackensack River. It is the opinion of MERI, Rutgers University, the NY/NJ Baykeeper and Hackensack Riverkeeper, that the development of an oyster habitat in the Hackensack River will positively impact the eco-system in the region.

Oyster building of "reefs" reduces water flow velocities, while providing organic material that serves as a food source for reef inhabitants. In addition to providing habitat for benthic organisms and transitory fish, oyster reefs serve as forage habitat for birds and mammals. It is estimated that the presence of oyster reef habitat can increase biomass and productivity of benthic invertebrate fish prey species by 20-fold. This increased prey biomass can support an increase in fish and large crustacean biomass of up to 50 kg per square meter of oyster reef habitat.

In addition, an adult oyster is capable of filtering up to 10 quarts of water per hour through its system. This natural filtration process helps to increase water transparency, which increases light transmission through the water column, creating a habitat supportive of submerged sea grass growth, while improving overall water quality.

A study done by the NY/NJ Baykeeper, with participation by the Hackensack Riverkeeper, in 1997 found that oysters in nets placed in the Hackensack River were capable of surviving. The NJMC 2005 Fish Survey also captured living oysters in the Hackensack River. These results indicate that the potential exists to create viable oyster reef habitat for the Hackensack River estuary. The Oyster Habitat Feasibility Study will build upon the data collected in 1997, and utilize the experience of the NY/NJ Baykeeper and Hackensack Riverkeeper to determine whether the Hackensack River can support an oyster habitat.

**RESOLUTION SUPPORTING THE RENEWAL OF THE RUTGERS-NEWARK  
RESEARCH FELLOWSHIP PROGRAM**

**WHEREAS**, the New Jersey Meadowlands Commission (NJMC) through the Meadowlands Environmental Research Institute (MERI), monitors environmental conditions, conducts research, as well as develops and applies technology to address the environmental problems of the Hackensack Meadowlands District; and

**WHEREAS**, the NJMC continuously collects data and commissions studies that require expert scientific knowledge by highly qualified scientist to address the complex environmental problems of the District; and

**WHEREAS**, Rutgers University-Newark, through its faculty and staff and its links to other Universities and research centers, has the scientific expertise to provide support in the area of science and technology; and

**WHEREAS**, the NJMC through this program benefits from the expertise of students and faculty that collaborate and follow through our long term research initiatives in a cost effective way which is not available through traditional consulting firms; and

**WHEREAS**, local scientists and students benefit by having access to challenging scientific problems in the District and carry out studies to find solutions to our District environmental problems while providing hands-on training opportunities for the next generation of scientists; and

**NOW, THEREFORE, BE IT RESOLVED** that the NJMC approves the renewal of the Rutgers-Newark Research Fellowship Program for a period of another year and funding not to exceed \$185,000.

The foregoing resolution was adopted on Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary



# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Francisco Artigas Date: January 10, 2007

Subject: Resolution Supporting the Renewal of the Rutgers-Newark Fellowship Program

In March 2005 the Commission passed a resolution to fund the Rutgers-Newark Research Fellowship program. Through this program, the Commission supports a variety of research initiatives of interest to the NJMC that would otherwise be impossible to accomplish in the absence of highly qualified Rutgers faculty members and associated graduate students.

It is through this program that the Commission is able to access affordable and highly qualified Geographical Information System (GIS) specialists, which contribute extensively in transferring GIS technology and information to District Municipalities under our current MAP program.

It is through this program that MERI has access to highly qualified and affordable expertise in the form of professors and graduate students that help with complex environmental sample processing in the MERI laboratory, data analysis and image processing, and support our staff in studies related to contaminants from air, water and sediment from the District.

This program provides great local scientific talent otherwise inaccessible to the Commission and the favorable results obtained by this program in the past year greatly justifies renewing our commitment for another year.

I hereby recommend that the Commission renews our fellowship program with Rutgers University-Newark for another year starting February 1, 2007 and for an amount not to exceed \$185,000.

**RESOLUTION CERTIFYING THE  
INTERMUNICIPAL TAX SHARING POOL FOR CY2007**

**WHEREAS**, pursuant to Section 72, P.L. 1968, Chapter 404, the New Jersey Meadowlands Commission is required on or before February 1, 2007, to certify to the financial officer of each constituent Hackensack Meadowlands municipality an amount known as the Meadowlands Adjustment Payment; and

**WHEREAS**, the Meadowlands Adjustment Payments for the adjustment year 2007 have been computed and are shown on the schedule attached hereto; and

**WHEREAS**, the NJMC's Operating Fund Budget is amended by \$272,023 to fund costs associated with the Tax Sharing Stabilization Fund.

**NOW THEREFORE BE IT RESOLVED** by the New Jersey Meadowlands Commission that the Meadowlands Adjustment Payments, as shown on the attached schedule, are hereby certified to the financial officers of each constituent municipality.

The foregoing resolution was adopted on Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-11

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Irfan A. Bora and Edward H. Bulmer Date: January 10, 2007

Subject: Certification of CY2007 Intermunicipal Tax Sharing Account

As per Article 9 of the New Jersey Meadowlands Commission's enabling legislation, attached are exhibits and schedules showing the computations of the NJMC Intermunicipal Tax Sharing Formula for the calendar year 2007. The Adjustment Payment Schedule for CY2007 reflects the three-year trailing averaging as required by the 1999 amendments to the formula.

As in the past, the municipalities of Secaucus and Kearny continue to be the largest payer and recipient from the pool respectively. Also included as part of the formula are stabilization fund calculations. As per NJSA 13:17-74.1, payments made to the qualified communities are to be funded from the interest on closure and post closure funds maintained by the NJMC. Due to the depletion of the closure and post-closure accounts, the NJMC will instead fund this amount from its' own operating budget.

The adoption and certification by the NJMC of the CY2007 computations will allow the inclusion of these figures in the respective municipal budgets. Each municipality is able to utilize the information from Exhibit A in order to budget revenues and expenses, or both, if a recipient of NJMC stabilization fund payments. The payment of stabilization funds is currently scheduled for July 15. A copy of this certification will also be forwarded to the Director of the Division of Local Government Services in the New Jersey State Department of Community Affairs.

If you have any questions or comments, please do not hesitate to contact us.

attachments



NEW JERSEY MEADOWLANDS COMMISSION  
INTERMUNICIPAL ACCOUNT  
2007 ADJUSTMENT PAYMENT SCHEDULE

MUNICIPALITY	ADJUSTMENT PAYMENT REC (PAY)	NJMC STABILIZATION FUND PAYMENT	STABILIZED ADJ. PAYMENT REC (PAY)	SCHEDULE					
				PAYABLE			RECEIVABLE		
				DUE 5/15/2007	DUE 8/15/2007	DUE 11/15/2007	DUE 5/15/2007	DUE 8/15/2007	DUE 11/15/2007
CARLSTADT	(\$1,105,526)	\$24,881	(\$1,080,645)	(\$368,508)	(\$368,509)	(\$368,509)	\$0	\$0	\$0
EAST RUTHERFORD	\$137,847	\$117,796	\$255,643	\$0	\$0	\$0	\$45,949	\$45,949	\$45,949
LITTLE FERRY	(\$394,401)	\$30,242	(\$364,159)	(\$131,467)	(\$131,467)	(\$131,467)	\$0	\$0	\$0
LYNDHURST	(\$385,363)	\$23,606	(\$361,757)	(\$128,455)	(\$128,454)	(\$128,454)	\$0	\$0	\$0
MOONACHE	(\$259,294)	\$48,941	(\$210,353)	(\$86,432)	(\$86,431)	(\$86,431)	\$0	\$0	\$0
NORTH ARLINGTON	\$753,967	\$0	\$753,967	\$0	\$0	\$0	\$251,323	\$251,322	\$251,322
RIDGEFIELD	\$1,135,214	\$0	\$1,135,214	\$0	\$0	\$0	\$378,404	\$378,405	\$378,405
RUTHERFORD	(\$148,508)	\$0	(\$148,508)	(\$49,502)	(\$49,503)	(\$49,503)	\$0	\$0	\$0
SOUTH HACKENSACK	(\$196,002)	\$26,282	(\$169,720)	(\$65,334)	(\$65,334)	(\$65,334)	\$0	\$0	\$0
TETERBORO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
JERSEY CITY	\$920,371	\$0	\$920,371	\$0	\$0	\$0	\$306,791	\$306,790	\$306,790
KEARNY	\$4,068,747	\$0	\$4,068,747	\$0	\$0	\$0	\$1,356,249	\$1,356,249	\$1,356,249
NORTH BERGEN	(\$1,108,806)	\$0	(\$1,108,806)	(\$369,602)	(\$369,602)	(\$369,602)	\$0	\$0	\$0
SECAUCUS	(\$3,418,246)	\$275	(\$3,417,971)	(\$1,139,416)	(\$1,139,415)	(\$1,139,415)	\$0	\$0	\$0
TOTAL		<u>\$272,023</u>		<u>(\$2,338,716)</u>	<u>(\$2,338,715)</u>	<u>(\$2,338,715)</u>	<u>\$2,338,716</u>	<u>\$2,338,715</u>	<u>\$2,338,715</u>
TOTAL RECEIVABLE	(5)	\$7,016,146							
TOTAL PAYABLE	(8)	(\$7,016,146)							
TOTAL NJMC STABILIZATION FUND PAYMENT		\$272,023							

IMACCT

NJMC TAX SHARING FORMULA  
ADJUSTMENT PAYMENT SCHEDULE AND  
STABILIZATION FUND

EXHIBIT A-1

Final 12/27/06

	2005			2006			2007			TAX SHARING STABILIZATION CALCULATION			
	PRE-ADJUSTMENT PAYMENT	ADJUSTMENT PAYMENT	THREE - YEAR AVERAGE (2007)	PRE-ADJUSTMENT PAYMENT	ADJUSTMENT PAYMENT	THREE - YEAR AVERAGE (2007)	PRE-ADJUSTMENT PAYMENT	ADJUSTMENT PAYMENT	THREE - YEAR AVERAGE (2007)	CALCULATED DIFFERENCE (ADJ 3YR - ADJ 2YR)	MAXIMUM ALLOWABLE DIF. @ 5%	STABILIZED PAYMENT	STABILIZATION FUND
CARLSTADT	(\$1,052,976)		(\$1,105,526)	(\$909,611)	(\$1,353,992)	(\$1,105,526)	(\$1,029,185)		(\$1,105,526)	(\$76,341)	(\$51,459)	(\$1,080,644)	\$24,881
EAST RUTHERFORD	\$244,135		\$137,847	\$116,841	\$52,565	\$137,847	\$269,099		\$137,847	(\$131,252)	(\$13,455)	\$235,644	\$117,796
LITTLE FERRY	(\$352,423)		(\$394,401)	(\$394,397)	(\$436,382)	(\$394,401)	(\$346,817)		(\$394,401)	(\$47,584)	(\$17,341)	(\$364,158)	\$30,242
LYNDHURST	(\$354,058)		(\$385,363)	(\$417,300)	(\$384,730)	(\$385,363)	(\$344,530)		(\$385,363)	(\$40,833)	(\$17,227)	(\$361,757)	\$23,606
MOONACHIE	(\$241,743)		(\$259,293)	(\$234,730)	(\$301,407)	(\$259,293)	(\$200,336)		(\$259,293)	(\$58,957)	(\$10,017)	(\$210,353)	\$48,941
NORTH ARLINGTON	\$635,567		\$753,967	\$777,892	\$848,441	\$753,967	\$671,696		\$753,967	\$82,271	\$0	\$0	\$0
RIDGEFIELD	\$1,082,268		\$1,135,214	\$1,132,006	\$1,191,368	\$1,135,214	\$1,051,923		\$1,135,214	\$83,291	\$0	\$0	\$0
RUTTERFORD	(\$191,377)		(\$148,508)	(\$184,728)	(\$69,419)	(\$148,508)	(\$169,903)		(\$148,508)	\$21,395	\$0	\$0	\$0
SOUTH HACKENSACK	(\$157,823)		(\$196,002)	(\$192,495)	(\$237,688)	(\$196,002)	(\$161,638)		(\$196,002)	(\$34,364)	(\$8,082)	(\$169,720)	\$26,288
TETERBORO	\$0		\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0
JERSEY CITY	\$821,284		\$920,371	\$907,263	\$1,032,566	\$920,371	\$829,861		\$920,371	\$90,510	\$0	\$0	\$0
KEARNY	\$1,983,091		\$4,068,747	\$3,957,962	\$4,265,187	\$4,068,747	\$3,914,683		\$4,068,747	\$154,064	\$0	\$0	\$0
NORTH BERGEN	(\$1,047,037)		(\$1,108,806)	(\$1,087,949)	(\$1,191,432)	(\$1,108,806)	(\$1,229,644)		(\$1,108,806)	\$120,838	\$0	\$0	\$0
SECAUCUS	(\$3,368,908)		(\$3,418,246)	(\$3,470,755)	(\$3,415,076)	(\$3,418,246)	(\$3,255,210)		(\$3,418,246)	(\$163,036)	(\$162,761)	(\$3,417,971)	\$275
BERGEN COUNTY	(\$388,430)		(\$462,065)	(\$306,522)	(\$691,244)	(\$462,065)	(\$259,691)		(\$462,065)				\$271,748
HUDSON COUNTY	\$388,430		\$462,065	\$306,521	\$691,245	\$462,065	\$259,690		\$462,065				\$275
	\$0		(\$0)	(\$1)	\$1	(\$0)	(\$1)		(\$0)				\$272,023

ADJTB

	2004 COMPARISON YEAR			1970 BASE YEAR				
	2004 AGGREGATE ASSESSED VALUATION	2004 EQUILIZATION RATIO NISA54:1.35.1 *	2004 AGGREGATE TRUE VALUATION (Col. 1/Col.2)	1970 AGGREGATE ASSESSED VALUATION	1970 EQUILIZATION RATIO NISA54:1.35.1	1970 AGGREGATE TRUE VALUATION (Col. 4/Col.5)	EQUILIZATION INCREASE/DECREASE OF TRUE VALUE IN COMPARISON YEAR (Col. 3 - 6)	2004 MUNICIPAL TAX RATE (ADJUSTED)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
CARLSTADT	\$698,801,348	58.53 %	\$1,193,919,952	\$72,295,483	72.05 %	\$100,340,712	\$1,093,579,240	\$2.442
EAST RUTHERFORD	\$433,650,045	65.53	\$661,758,042	\$41,975,219	89.51	\$46,894,446	\$614,863,596	\$2.434
LITTLE FERRY	\$99,613,900	58.69	\$169,728,915	\$14,203,275	98.28	\$14,451,847	\$155,277,068	\$3.630
LYNDHURST	\$360,551,300	62.69	\$575,133,674	\$12,098,803	69.11	\$17,506,588	\$557,627,086	\$3.032
MOONACIE	\$220,075,429	61.73	\$372,712,504	\$49,175,466	106.62	\$46,122,178	\$326,590,326	\$2.497
NORTH ARLINGTON	\$2,826,400	61.00	\$4,633,443	\$330,900	68.96	\$479,843	\$4,153,600	\$3.562
RIDGEFIELD	\$87,235,700	51.90	\$168,084,200	\$20,349,950	90.05	\$22,598,501	\$145,485,699	\$2.286
RUTHERFORD	\$93,559,300	58.25	\$160,616,824	\$15,347,700	102.94	\$14,909,365	\$145,707,459	\$3.502
SOUTH HACKENSACK	\$51,469,100	84.48	\$60,924,598	\$6,072,150	76.34	\$7,954,087	\$52,970,511	\$2.454
TETERBORO	\$0	0.00	\$0	\$18,602,200	108.48	\$17,148,046	\$0	\$0.000
JERSEY CITY	\$63,532,900	44.01	\$144,360,145	\$15,980,900	90.1	\$17,736,848	\$126,623,297	\$4.620
KEARNY	\$90,364,558	38.41	\$235,263,103	\$31,008,267	82.27	\$37,690,856	\$197,572,247	\$7.389
NORTH BERGEN	\$311,547,400	60.42	\$515,636,213	\$26,623,623	78.46	\$33,932,734	\$481,703,479	\$3.892
SECAUCUS	\$2,119,738,115	68.51	\$3,094,056,510	\$95,145,123	72.35	\$131,506,735	\$2,962,549,775	\$2.628
BERGEN COUNTY	\$2,057,782,522	NA	3,367,512,152	\$250,451,146	NA	\$288,405,613	\$3,096,254,585	NA
HUDSON COUNTY	\$2,585,182,973	NA	3,989,315,971	\$168,757,913	NA	\$220,867,173	\$3,768,448,798	NA
ALL MUNICIPALITIES	\$4,642,965,495	NA	7,356,828,123	\$419,209,059	NA	\$509,272,786	\$6,864,703,383	NA

	2004 EFFECTIVE TAX RATE (Col. 8 * Col. 2) (9)	2004 INCREASE OF H.M. PUPILS OVER BASE YEAR 1970 (10)	2004 COST PER PUPIL IN COMPARISON YEAR (11)	2004 COUNTY PORTION OF TAX RATE (12)	2004 MUNICIPAL/SCHOOL VET./S.C. PORTION OF TAX RATE (13)	2004 APPORTIONMENT RATE (COL. 9 * COL. 13) (14)	PERCENT OF H.M.D. LAND AREA FOR EACH MUNICIPALITY (15)	2004 YEAR INCREASE IN TAXES OVER 1970 BASE YEAR (Col. 7 * Col. 9) (16)
CARLSTADT	\$1,429	0		12.405 %	87.595 %	1.2517326%	12.155 %	\$15,627,247
EAST RUTHERFORD	\$1,595	0		12.192	87.808	1.4005376%	10.268	\$9,807,074
LITTLE FERRY	\$2,130	0		8.531	91.469	1.9482897%	2.271	\$3,307,402
LYNDHURST	\$1,901	0		9.519	90.481	1.7200438%	10.130	\$10,600,491
MOONACHIE	\$1,541	0		11.396	88.604	1.3653876%	4.356	\$5,032,757
NORTH ARLINGTON	\$2,173	0		7.919	92.081	2.0009201%	2.588	\$90,258
RIDGEFIELD	\$1,186	0		15.410	84.590	1.0032374%	5.210	\$1,725,460
RUTHERFORD	\$2,040	0		8.768	91.232	1.8611328%	2.980	\$2,972,432
SOUTH HACKENSACK	\$2,073	0		9.791	90.209	1.8700326%	0.465	\$1,098,079
TETERBORO	\$0,000	0	\$2,492	0.000	0.000	0.0000000%	-	\$0
JERSEY CITY	\$2,033	30		25.901	74.099	1.5064327%	5.050	\$2,574,252
KEARNY	\$2,838	0		18.922	81.078	2.3009936%	17.854	\$5,607,100
NORTH BERGEN	\$2,352	0		21.740	78.260	1.8406752%	6.915	\$11,329,666
SECAUCUS	\$1,800	397	\$13,025	28.282	71.718	1.2909240%	19.759	\$53,325,896
BERGEN COUNTY	NA	0	NA	NA	NA	NA	50.421	\$50,261,200
HUDSON COUNTY	NA	427	NA	NA	NA	NA	49.579	\$72,836,914
ALL MUNICIPALITIES	NA	427	NA	NA	NA	NA	100.000	\$123,098,114

	(SECTION 13.17 - 67) LESS PORTION OF COL. 12 COUNTY TAX PERCENT (Col. 16 * Col. 12)	2004 TAXES COLLECTED LESS COUNTY TAXES POST 1970 RATABLES (Col. 14 * Col. 7)	DIRECT RETENTION (60% OF COL. 18)	TOTAL SUBJECT TO TAX SHARING (COL. 18 - COL. 19)	GUARANTEE PAYMENTS	SCHOOL SERVICE PAYMENTS (Col. 10 * Col. 11)
	(17)	(18)	(19)	(20)	(21)	(22)
CARLSTADT	\$1,938,560	\$13,688,687	\$8,213,212	\$5,475,475	\$0	\$0
EAST RUTHERFORD	\$1,195,678	\$8,611,396	\$5,166,838	\$3,444,558	\$0	\$0
LITTLE FERRY	\$282,154	\$3,025,247	\$1,815,148	\$1,210,099	\$0	\$0
LYNDHURST	\$1,009,061	\$9,591,430	\$5,754,858	\$3,836,572	\$0	\$0
MOONACHIE	\$573,533	\$4,459,224	\$2,675,534	\$1,783,690	\$0	\$0
NORTH ARLINGTON	\$7,148	\$83,110	\$49,866	\$33,244	\$0	\$0
RIDGEFIELD	\$265,893	\$1,459,567	\$875,740	\$583,827	\$0	\$0
RUTHERFORD	\$260,623	\$2,711,809	\$1,627,085	\$1,084,724	\$0	\$0
SOUTH HACKENSACK	\$107,513	\$990,566	\$594,340	\$396,226	\$0	\$0
TEKERBORO	\$0	\$0	\$0	\$0	\$0	\$0
JERSEY CITY	\$666,757	\$1,907,495	\$1,144,497	\$762,998	\$0	\$74,760
KEARNY	\$1,060,975	\$4,546,125	\$2,727,675	\$1,818,450	\$0	\$0
NORTH BERGEN	\$2,463,069	\$8,866,596	\$5,319,958	\$3,546,638	\$0	\$0
SECAUCUS	\$15,081,630	\$38,244,266	\$22,946,560	\$15,297,706	\$0	\$5,170,925
BERGEN COUNTY	\$5,640,163	\$44,621,036	26,772,621	\$17,848,415	\$0	\$0
HUDSON COUNTY	\$19,272,431	\$53,564,482	32,138,690	\$21,425,792	\$0	\$5,245,685
ALL MUNICIPALITIES	\$24,912,594	\$98,185,518	58,911,311	\$39,274,207	\$0	\$5,245,685



	APPORTIONMENT PAYMENTS (%IN COL. 15 * [COL. 20 -(COLS. 21+22)])	TOTAL CREDIT DUE MUNICIPALITY (TOTAL OF COLUMNS 21+22+23)	2007 PRE-ADJUSTMENT PAYMENT (Col. 24 - 20)	ADJUSTMENT FOR 2006 RECALCULATION	ADJUSTMENT FOR 2005 RECALCULATION	TOTAL 2007 ADJUSTMENT PAYMENT
	(23)	(24)	(25)	(26)	(27)	(28)
CARLSTADT	\$4,136,065	\$4,136,065	(\$1,339,410)	(\$8,403)	(\$6,179)	(\$1,353,992)
EAST RUTHERFORD	\$3,493,878	\$3,493,878	\$49,320	\$925	\$2,320	\$52,565
LITTLE PERRY	\$772,652	\$772,652	(\$437,447)	\$205	\$860	(\$436,382)
LYNDHURST	\$3,447,123	\$3,447,123	(\$389,449)	\$913	\$3,806	(\$384,730)
MOONACILLE	\$1,482,146	\$1,482,146	(\$301,544)	\$393	(\$256)	(\$301,407)
NORTH ARLINGTON	\$880,658	\$880,658	\$847,414	\$233	\$794	\$848,441
RIDGEFIELD	\$1,772,852	\$1,772,852	\$1,189,025	\$469	\$1,874	\$1,191,368
RUTHERFORD	\$1,013,948	\$1,013,948	(\$70,776)	\$269	\$1,088	(\$69,419)
SOUTH HACKENSACK	\$158,301	\$158,301	(\$237,925)	\$42	\$195	(\$237,688)
TETERBORO	\$0	\$0	\$0	\$0	\$0	\$0
JERSEY CITY	\$1,718,474	\$1,793,234	\$1,030,236	\$456	\$1,874	\$1,032,566
KEARNY	\$6,075,452	\$6,075,452	\$4,257,002	\$1,609	\$6,576	\$4,265,187
NORTH BERGEN	\$2,353,208	\$2,353,208	(\$1,193,430)	\$1,109	\$889	(\$1,191,432)
SECAUCUS	\$6,723,764	\$11,894,689	(\$3,403,016)	\$1,781	(\$13,841)	(\$3,415,076)
BERGEN COUNTY	\$17,157,623	\$17,157,623	(\$690,792)	(\$4,954)	\$4,502	(\$691,244)
HUDSON COUNTY	\$16,870,898	\$22,116,583	\$690,792	\$4,955	(\$4,502)	\$691,245
ALL MUNICIPALITIES	\$34,028,521	\$39,274,206	\$0	\$1	\$0	\$1

	2003 COMPARISON YEAR			1970 BASE YEAR					
	2003 AGGREGATE ASSESSED VALUATION	2003 EQUALIZATION RATIO NISA54:1.35.1 *	2003 AGGREGATE TRUE VALUATION (Col. 1/Col.2)	1970 AGGREGATE ASSESSED VALUATION	1970 EQUALIZATION RATIO NISA54:1.35.1	1970 AGGREGATE TRUE VALUATION (Col. 4/Col.5)	EQUALIZATION INCREASE/DECREASE OF TRUE VALUE IN COMPARISON YEAR (Col. 3 - 6)	2003 MUNICIPAL TAX RATE (ADJUSTED)	2003 EFFECTIVE TAX RATE (Col. 8 * Col. 2)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
CARLSTADT	\$705,281,548	65.42 %	\$1,078,082,464	\$72,295,483	72.05 %	\$100,340,712	\$977,741,752	\$2,242	\$1,467
EAST RUTHERFORD	\$425,743,416	68.02	\$625,909,168	\$41,975,219	89.51	\$46,894,446	\$579,014,722	\$2,296	\$1,562
LITTLE FERRY	\$99,624,400	64.55	\$154,336,793	\$14,203,275	98.28	\$14,451,847	\$139,884,946	\$3,414	\$2,204
LYNDHURST	\$360,135,642	69.80	\$515,953,642	\$12,098,803	69.11	\$17,506,588	\$498,447,054	\$2,973	\$2,075
MOONACHIE	\$229,477,331	71.07	\$322,889,167	\$49,175,466	106.62	\$46,122,178	\$276,766,989	\$2,413	\$1,715
NORTH ARLINGTON	\$3,634,100	71.10	\$5,111,252	\$330,900	68.96	\$479,843	\$4,631,409	\$3,441	\$2,447
RIDGEFIELD	\$88,448,700	57.34	\$154,253,052	\$20,349,950	90.05	\$22,598,501	\$131,654,551	\$2,006	\$1,150
RUTHERFORD	\$104,090,000	64.95	\$160,261,740	\$15,347,700	102.94	\$14,909,365	\$145,352,375	\$3,385	\$2,199
SOUTH HACKENSACK	\$48,958,300	85.08	\$57,543,841	\$6,072,150	76.34	\$7,954,087	\$49,589,754	\$2,287	\$1,946
TETERBORO	\$0	0.00	\$0	\$18,602,200	108.48	\$17,148,046	\$0	\$0,000	\$0,000
JERSEY CITY	\$63,616,233	50.51	\$125,947,798	\$15,980,900	90.1	\$17,736,848	\$108,210,950	\$4,619	\$2,333
KEARNY	\$91,912,000	43.56	\$211,000,918	\$31,008,267	82.27	\$37,690,856	\$173,310,062	\$6,955	\$3,030
NORTH BERGEN	\$326,175,600	70.56	\$462,267,007	\$26,623,623	78.46	\$33,932,734	\$428,334,273	\$3,786	\$2,671
SECAUCUS	\$2,087,633,409	80.55	\$2,591,723,661	\$95,145,123	72.35	\$131,506,735	\$2,460,216,926	\$2,561	\$2,063
BERGEN COUNTY	\$2,065,393,437	NA	\$3,074,341,119	\$230,451,146	NA	\$288,405,613	\$2,803,083,552	NA	NA
HUDSON COUNTY	\$2,569,337,242	NA	\$3,390,939,384	\$168,757,913	NA	\$220,867,173	\$3,170,072,211	NA	NA
ALL MUNICIPALITIES	\$4,634,730,679	NA	\$6,465,280,503	\$419,209,059	NA	\$509,272,786	\$5,973,155,763	NA	NA

	2003 INCREASE OF H.M. PUPILS OVER BASE YEAR 1970 (10)	2003 COST PER PUPIL IN COMPARISON YEAR (11)	2003 COUNTY PORTION OF TAX RATE (12)	2003 MUNICIPAL/SCHOOL VET./S.C. PORTION OF TAX RATE (13)	2003 APPORTIONMENT RATE (COL. 9 * COL. 13) (14)	PERCENT OF H.M.D. LAND AREA FOR EACH MUNICIPALITY (15)	2003 YEAR INCREASE IN TAXES OVER 1970 BASE YEAR (Col. 7 * Col. 9) (16)	LESS PORTION OF COL. 12 COUNTY TAX PERCENT (Col. 16 * Col. 12) (17)
CARLSTADT	0		13.779 %	86.221 %	1.2648621%	12.155 %	\$14,343,472	\$1,976,387
EAST RUTHERFORD	0		11.245	88.755	1.3863531%	10.268	\$9,044,210	\$1,017,021
LITTLE FERRY	0		7.977	92.023	2.0281869%	2.271	\$3,083,064	\$245,936
LYNDHURST	0		8.981	91.019	1.8886443%	10.130	\$10,342,776	\$928,885
MOONACHIE	0		12.672	87.328	1.4976752%	4.356	\$4,746,554	\$601,483
NORTH ARLINGTON	0		7.636	92.364	2.2601471%	2.588	\$113,331	\$8,654
RIDGEFIELD	0		15.171	84.829	0.9755335%	5.210	\$1,514,027	\$229,693
RUTHERFORD	0		8.290	91.710	2.0167029%	2.980	\$3,196,299	\$264,973
SOUTH HACKENSACK	0		9.578	90.422	1.7596121%	0.465	\$965,017	\$92,429
TELERBORO	0		0.000	0.000	0.0000000%	-	\$0	\$0
JERSEY CITY	34	\$2,423	24.096	75.904	1.7708403%	5.050	\$2,524,561	\$608,318
KEARNY	0		20.528	79.472	2.4080016%	17.854	\$5,251,295	\$1,077,986
NORTH BERGEN	0		22.721	77.279	2.0641221%	6.915	\$11,440,808	\$2,599,466
SECAUCUS	373	\$12,275	29.539	70.461	1.4536104%	19.759	\$50,754,275	\$14,992,305
BERGEN COUNTY	0	NA	NA	NA	NA	50.421	\$47,348,750	\$5,365,461
HUDSON COUNTY	407	NA	NA	NA	NA	49.579	\$69,970,939	\$19,278,075
ALL MUNICIPALITIES	407	NA	NA	NA	NA	100.000	\$117,319,689	\$24,643,536

	(SECTION 13.17 - 67) 903 TAXES COLLECTED LESS COUNTY TAXES POST 1970 RATABLES (Col. 14 + Col. 7)	DIRECT RETENTION (60% OF COL. 18)	TOTAL SUBJECT TO TAX SHARING (COL. 18 - COL. 19)	GUARANTEE PAYMENTS (21)	SCHOOL SERVICE PAYMENTS (Col. 10 + Col. 11)	APPROPRIATIONMENT PAYMENTS (%IN COL. 15 + [COL. 20 -(COLS. 21+22)])	TOTAL CREDIT DUE MUNICIPALITY (TOTAL OF COLS. 21+22+23)
	(18)	(19)	(20)	(21)	(22)	(23)	(24)
CARLSTADT	\$12,367,085	\$7,420,251	\$4,946,834	\$0	\$0	\$3,939,278	\$3,939,278
EAST RUTHERFORD	\$8,027,189	\$4,816,313	\$3,210,876	\$0	\$0	\$3,327,646	\$3,327,646
LITTLE FERRY	\$2,837,128	\$1,702,277	\$1,134,851	\$0	\$0	\$735,890	\$735,890
LYNDHURST	\$9,413,892	\$5,648,335	\$3,765,557	\$0	\$0	\$3,283,115	\$3,283,115
MOONACHIE	\$4,145,071	\$2,487,043	\$1,658,028	\$0	\$0	\$1,411,628	\$1,411,628
NORTH ARLINGTON	\$104,677	\$62,806	\$41,871	\$0	\$0	\$838,758	\$838,758
RIDGEFIELD	\$1,284,334	\$770,600	\$513,734	\$0	\$0	\$1,688,503	\$1,688,503
RUTHERFORD	\$2,931,326	\$1,758,796	\$1,172,530	\$0	\$0	\$965,706	\$965,706
SOUTH HACKENSACK	\$872,587	\$523,552	\$349,035	\$0	\$0	\$150,769	\$150,769
TETERBORO	\$0	\$0	\$0	\$0	\$0	\$0	\$0
JERSEY CITY	\$1,916,243	\$1,149,746	\$766,497	\$0	\$82,382	\$1,636,712	\$1,719,094
KEARNY	\$4,173,309	\$2,503,985	\$1,669,324	\$0	\$0	\$5,786,393	\$5,786,393
NORTH BERGEN	\$8,841,342	\$5,304,805	\$3,536,537	\$0	\$0	\$2,241,247	\$2,241,247
SECAUCUS	\$35,761,970	\$21,457,182	\$14,304,788	\$0	\$4,578,575	\$6,403,859	\$10,982,434
BERGEN COUNTY	\$41,983,289	25,189,973	\$16,793,316	\$0	\$0	\$16,341,293	\$16,341,293
HUDSON COUNTY	\$50,692,864	30,415,718	\$20,277,146	\$0	\$4,660,957	\$16,068,211	\$20,729,168
ALL MUNICIPALITIES	\$92,676,153	55,605,691	\$37,070,462	\$0	\$4,660,957	\$32,409,504	\$37,070,461

2006		2006		2006		2006		2006	
PRE-ADJUSTMENT		ADJUSTMENT		ADJUSTMENT		TOTAL		ADJ. PAYMENT	
PAYMENT		FOR 2005		FOR 2004		2006		PREV. CALCULATED	
(Col. 24 - 20)		RECALCULATION		RECALCULATION		ADJUSTMENT PAYMENT		DIFFERENCE	
(25)		(26)		(27)		(28)		(29)	
CARLSTADT	(\$1,007,556)	\$65,748	\$40,600	(\$901,208)	(\$909,611)	(\$8,403)			
EAST RUTHERFORD	\$116,770	(\$6,337)	\$5,483	\$115,916	\$116,841	\$925			
LITTLE FERRY	(\$398,961)	(\$3,305)	\$7,664	(\$394,602)	(\$394,397)	\$205			
LYNDHURST	(\$482,442)	(\$14,631)	\$78,860	(\$418,213)	(\$417,300)	\$913			
MOONACHE	(\$246,400)	(\$6,210)	\$17,487	(\$235,123)	(\$234,730)	\$393			
NORTH ARLINGTON	\$796,887	(\$3,051)	(\$16,177)	\$777,659	\$777,892	\$233			
RIDGEFIELD	\$1,174,769	(\$7,203)	(\$36,029)	\$1,131,537	\$1,132,006	\$469			
RUTHERFORD	(\$206,824)	\$3,165	\$18,662	(\$184,997)	(\$184,728)	\$269			
SOUTH HACKENSACK	(\$198,266)	(\$749)	\$6,478	(\$192,537)	(\$192,495)	\$42			
TEKERBORO	\$0	\$0	\$0	\$0	\$0	\$0			
JERSEY CITY	\$952,597	(\$7,203)	(\$38,587)	\$906,807	\$907,263	\$456			
KEARNY	\$4,117,069	(\$25,280)	(\$135,436)	\$3,956,353	\$3,957,962	\$1,609			
NORTH BERGEN	(\$1,295,290)	\$11,789	\$194,443	(\$1,089,058)	(\$1,087,949)	\$1,109			
SECAUCUS	(\$3,322,355)	(\$6,733)	(\$143,448)	(\$3,472,536)	(\$3,470,755)	\$1,781			
BERGEN COUNTY	(\$452,023)	\$27,427	\$123,028	(\$301,568)	(\$306,522)	(\$4,954)			
HUDSON COUNTY	\$452,021	(\$27,427)	(\$123,028)	\$301,566	\$306,521	\$4,955			
ALL MUNICIPALITIES	(\$32)	\$0	\$0	(\$32)	(\$31)	\$1			

	2002 COMPARISON YEAR 1			1970 BASE YEAR					
	2002 AGGREGATE ASSESSED VALUATION	2002 EQUALIZATION RATIO NISA541.35.1	2002 AGGREGATE TRUE VALUATION (Col. 1/Col.2)	1970 AGGREGATE ASSESSED VALUATION	1970 EQUALIZATION RATIO NISA541.35.1	1970 AGGREGATE TRUE VALUATION (Col. 4/Col.5)	EQUALIZATION INCREASE/DECREASE OF TRUE VALUE IN COMPARISON YEAR (Col. 3 - 6)	2002 MUNICIPAL TAX RATE (ADJUSTED)	2002 EFFECTIVE TAX RATE (Col. 8 * Col. 2)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
CARLSTADT	\$700,877,930	68.06 %	\$1,029,794,196	\$72,295,483	72.05 %	\$100,340,712	\$929,453,484	\$2.207	\$1.5021
EAST RUTHERFORD	\$411,216,044	81.24	\$506,174,353	\$41,975,219	89.51	\$46,894,446	\$459,279,907	\$2.249	\$1.8271
LITTLE FERRY	\$99,613,900	76.54	\$130,146,198	\$14,203,275	98.28	\$14,451,847	\$115,694,351	\$3.289	\$2.5174
LYNDHURST	\$361,298,400	78.42	\$460,722,265	\$12,098,803	69.11	\$17,506,588	\$443,215,677	\$2.808	\$2.2020
MOONACHEE	\$230,035,665	69.17	\$332,565,657	\$49,175,466	106.62	\$46,122,178	\$286,443,479	\$2.362	\$1.6338
NORTH ARLINGTON	\$2,826,400	79.85	\$3,539,637	\$330,900	68.96	\$479,843	\$3,059,794	\$3.206	\$2.5600
RIDGEFIELD	\$87,571,900	69.09	\$126,750,470	\$20,349,950	90.05	\$22,598,501	\$104,151,969	\$1.997	\$1.3797
RUTHERFORD	\$104,207,400	74.46	\$139,950,846	\$15,347,700	102.94	\$14,909,365	\$125,041,481	\$3.218	\$2.3961
SOUTH HACKENSACK	\$39,758,000	77.01	\$51,627,061	\$6,072,150	76.34	\$7,954,087	\$43,672,974	\$2.701	\$2.0800
TEKERBORO	\$0	0.00	\$0	\$18,602,200	108.48	\$17,148,046	\$0	\$0.000	\$0.0000
JERSEY CITY	\$63,566,233	60.33	\$105,364,218	\$15,980,900	90.1	\$17,736,848	\$87,627,370	\$4.554	\$2.7474
KEARNY	\$91,777,033	47.26	\$194,196,007	\$31,008,267	82.27	\$37,690,856	\$156,505,151	\$6.535	\$3.0884
NORTH BERGEN	\$333,825,900	77.26	\$432,081,155	\$26,623,623	78.46	\$33,932,734	\$398,148,421	\$3.630	\$2.8045
SECAUCUS	\$2,064,800,929	87.79	\$2,351,977,365	\$95,145,123	72.35	\$131,506,735	\$2,220,470,630	\$2.515	\$2.2079
BERGEN COUNTY	\$2,037,405,639	NA	2,781,270,683	\$250,451,146	NA	\$288,405,613	\$2,510,013,116	NA	NA
HUDSON COUNTY	\$2,553,970,095	NA	3,083,618,745	\$168,757,913	NA	\$220,867,173	\$2,862,751,572	NA	NA
ALL MUNICIPALITIES	\$4,591,375,734	NA	5,864,889,428	\$419,209,059	NA	\$509,272,786	\$5,372,764,688	NA	NA

	2002 INCREASE OF H.M. PUPILS OVER BASE YEAR 1970	2002 COST PER PUPIL IN COMPARISON YEAR	2002 COUNTY PORTION OF TAX RATE	2002 MUNICIPAL/SCHOOL VET./S.C. PORTION OF TAX RATE	2002 APPORTIONMENT RATE (COL. 9 * COL. 13)	PERCENT OF H.M.D. LAND AREA FOR EACH MUNICIPALITY	2002 YEAR INCREASE IN BASE YEAR TAXES OVER 1970 (Col. 7 * Col. 9)	LESS PORTION OF COL. 12 COUNTY TAX PERCENT (Col. 16 * Col. 12)	20
	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	1
CARLSTADT	0		15.34 %	84.66 %	1.2716779%	12.10 %	\$13,961,321	\$2,141,667	
EAST RUTHERFORD	0		11.96	88.04	1.6085788%	10.42	\$8,391,503	\$1,003,624	
LITTLE FERRY	0		7.98	92.02	2.3165115%	2.34	\$2,912,490	\$232,417	
LYNDHURST	0		9.32	90.68	1.9967736%	10.36	\$9,759,609	\$909,596	
MOONACHTIE	0		14.54	85.46	1.3962455%	4.41	\$4,679,914	\$680,459	
NORTH ARLINGTON	0		8.45	91.55	2.3436800%	2.16	\$78,331	\$6,619	
RIDGEFIELD	0		15.43	84.57	1.1668123%	5.1	\$1,436,985	\$221,727	
RUTHERFORD	0		8.69	91.31	2.1878789%	2.96	\$2,996,119	\$260,363	
SOUTH HACKENSACK	0		11.71	88.29	1.8364320%	0.53	\$908,398	\$106,373	
TETERBORO	0		0.00	0.00	0.0000000%	0	\$0	\$0	
JERSEY CITY	0		22.42	77.58	2.1314329%	5.1	\$2,407,474	\$539,756	
KEARNY	0		21.30	78.70	2.4305708%	17.9	\$4,833,505	\$1,029,537	
NORTH BERGEN	0		22.18	77.82	2.1824619%	6.93	\$11,166,072	\$2,476,635	
SECAUCUS	355	\$11,641	30.87	69.13	1.5263213%	19.69	\$49,025,771	\$15,134,256	
BERGEN COUNTY	0	NA	NA	NA	NA	50.38	\$45,124,670	\$5,562,845	
HUDSON COUNTY	355	NA	NA	NA	NA	49.62	\$67,432,822	\$19,180,184	
ALL MUNICIPALITIES	355	NA	NA	NA	NA	100	\$112,557,492	\$24,743,029	

	(SECTION 13.17 - 67) 102 TAXES COLLECTED LESS COUNTY TAXES POST 1970 RATABLES (Col. 14 * Col. 7)	DIRECT RETENTION (60% OF COL. 18)	TOTAL SUBJECT TO TAX SHARING (COL. 18 - COL. 19)	GUARANTEE PAYMENTS (21)	SCHOOL SERVICE PAYMENTS (Col. 10 * Col. 11)	APPORTIONMENT PAYMENTS (%IN COL. 15 * [COL. 20 -(COLS. 21+22)])	TOTAL CREDIT DUE MUNICIPALITY (21+22+23)
	(18)	(19)	(20)	(21)	(22)	(23)	(24)
CARLSTADT	\$11,819,654	\$7,091,792	\$4,727,862	\$0	\$0	\$3,750,181	\$3,750,181
EAST RUTHERFORD	\$7,387,879	\$4,432,727	\$2,955,152	\$0	\$0	\$3,229,495	\$3,229,495
LITTLE PERRY	\$2,680,073	\$1,608,044	\$1,072,029	\$0	\$0	\$725,242	\$725,242
LYNDHURST	\$8,850,014	\$5,310,008	\$3,540,006	\$0	\$0	\$3,210,899	\$3,210,899
MOONACHEE	\$3,999,454	\$2,399,672	\$1,599,782	\$0	\$0	\$1,366,802	\$1,366,802
NORTH ARLINGTON	\$71,712	\$43,027	\$28,685	\$0	\$0	\$669,454	\$669,454
RIDGEFIELD	\$1,215,258	\$729,155	\$486,103	\$0	\$0	\$1,580,655	\$1,580,655
RUTHERFORD	\$2,735,756	\$1,641,454	\$1,094,302	\$0	\$0	\$917,400	\$917,400
SOUTH HACKENSACK	\$802,024	\$481,214	\$320,810	\$0	\$0	\$164,264	\$164,264
TETERBORO	\$0	\$0	\$0	\$0	\$0	\$0	\$0
JERSEY CITY	\$1,867,719	\$1,120,631	\$747,088	\$0	\$0	\$1,580,655	\$1,580,655
KEARNY	\$3,803,969	\$2,282,381	\$1,521,588	\$0	\$0	\$5,547,789	\$5,547,789
NORTH BERGEN	\$8,689,438	\$5,213,663	\$3,475,775	\$0	\$0	\$2,147,831	\$2,147,831
SECAUCUS	\$33,891,516	\$20,334,910	\$13,556,606	\$0	\$4,132,555	\$6,102,568	\$10,235,123
BERGEN COUNTY	\$39,561,824	23,737,093	\$15,824,731	\$0	\$0	\$15,614,392	\$15,614,392
HUDSON COUNTY	\$48,252,642	28,951,585	\$19,301,057	\$0	\$4,132,555	\$15,378,843	\$19,511,398
ALL MUNICIPALITIES	\$87,814,466	\$2,688,678	\$35,125,788	\$0	\$4,132,555	\$30,993,235	\$35,125,790



2005		2005		2005		2005		2005	
PRE-ADJUSTMENT		ADJUSTMENT		ADJUSTMENT		TOTAL		ADJ. PAYMENT	
PAYMENT (Col. 24 - 20)		FOR 2004 RECALCULATION		FOR 2003 RECALCULATION		2005 ADJUSTMENT PAYMENT PREV. CALCULATED		2005 ADJ. PAYMENT CALCULATED	
(25)		(26)		(27)		(28)		(29)	
CARLSTADT	(\$977,681)	(\$5,368)	(\$10,358)	(\$993,407)	(\$987,228)	(\$6,179)			
EAST RUTHERFORD	\$274,343	(\$15,948)	(\$18,277)	\$240,118	\$237,798	\$2,320			
LITTLE PERRY	(\$346,787)	(\$3,977)	(\$4,104)	(\$354,868)	(\$355,728)	\$860			
LYNDHURST	(\$329,107)	(\$17,605)	(\$18,171)	(\$364,883)	(\$368,689)	\$3,806			
MOONACHIE	(\$232,980)	(\$7,494)	(\$7,735)	(\$248,209)	(\$247,953)	(\$256)			
NORTH ARLINGTON	\$640,769	(\$3,670)	(\$3,789)	\$633,310	\$632,516	\$794			
RIDGEFIELD	\$1,094,552	(\$8,667)	(\$8,946)	\$1,076,939	\$1,075,065	\$1,874			
RUTHERFORD	(\$176,902)	(\$5,030)	(\$5,192)	(\$187,124)	(\$188,212)	\$1,088			
SOUTH HACKENSACK	(\$156,546)	(\$901)	(\$930)	(\$158,377)	(\$158,572)	\$195			
TEKERBORO	\$0	\$0	\$0	\$0	\$0	\$0			
JERSEY CITY	\$833,568	(\$8,667)	(\$8,946)	\$815,955	\$814,081	\$1,874			
KEARNY	\$4,026,201	(\$30,417)	(\$31,397)	\$3,964,387	\$3,957,811	\$6,576			
NORTH BERGEN	(\$1,327,944)	\$141,202	\$152,383	\$1,034,359	(\$1,035,248)	\$889			
SECAUCUS	(\$3,321,483)	(\$33,460)	(\$34,537)	(\$3,389,480)	(\$3,375,643)	(\$13,841)			
BERGEN COUNTY	(\$210,339)	(\$68,660)	(\$77,502)	(\$356,501)	(\$361,003)	\$4,502			
HUDSON COUNTY	\$210,342	\$68,658	\$77,503	\$356,503	\$361,001	(\$4,502)			
ALL MUNICIPALITIES	\$3	(\$2)	\$1	\$2	(\$2)	\$0			

NEW JERSEY MEADOWLANDS COMMISSION  
2004  
IN LIEU TAX PAYMENTS

SCHEDULE 1

MUNICIPALITY:	IN LIEU OF TAX PAYMENT	TAX RATE	ASSUMED ASSESSED VALUATION COL. 1/2	EQUALIZATION RATIO 54:1.35:1	EQUALIZED VALUATION COL. 3/4
CARLSTADT	\$0	N/A	N/A	N/A	N/A
EAST RUTHERFORD (A,B)	\$3,609,348	2.390	\$151,018,745	65.53	\$230,457,416
LITTLE FERRY	\$0	N/A	N/A	N/A	N/A
LYNDHURST	\$0	N/A	N/A	N/A	N/A
MOONACIE	\$16,335	\$2.530	\$645,652	\$61.73	\$1,045,929
NORTH ARLINGTON	\$0	N/A	N/A	N/A	N/A
RIDGEFIELD	\$0	N/A	N/A	N/A	N/A
RUTHERFORD	\$0	N/A	N/A	N/A	N/A
SOUTH HACKENSACK	\$0	N/A	N/A	N/A	N/A
TETERBORO	\$0	N/A	N/A	N/A	N/A
JERSEY CITY	\$0	N/A	N/A	N/A	N/A
KEARNY	\$0	N/A	N/A	N/A	N/A
NORTH BERGEN (B)	\$0	N/A	N/A	N/A	N/A
SECAUCUS (B)	\$47,445	2.745	\$1,728,415	68.51	\$2,522,866
BERGEN COUNTY	\$3,625,683		\$151,664,397	-	\$231,503,345
HUDSON COUNTY	\$47,445		\$1,728,415	-	\$2,522,866
ALL MUNICIPALITIES	\$3,673,128		\$153,392,812	-	\$234,026,211

(A) INCLUDES PAYMENT FROM N.J.S.E.A.

(B) NJMC OWNED PROPERTIES

## 2007 TAX SHARING SCHEDULE

## NEW JERSEY MEADOWLANDS COMMISSION

## SCHEDULE 2

2004 COMPARISON YEAR  
REVISION OF TAX RATES  
TO ADJUST FOR COMPOUNDING

	COL. 7*	SEC. 12-D*	2004	ADJ. TAX LEVY (2-3)	COL. 6*	ADJ. TAX RATE (4)/(5)	SEC. 12-A(1)*	TAX RATE % (7)/(4)	TAX RATE % ALL OTHER USES
	2004 GENERAL TAX RATE	TAX LEVY ON WHICH TAX RATES IS COMPUTED			NET VALUATION TAXABLE		NET COUNTY TAXES APPORTIONED		
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
CARLSTADT	2.550	\$26,741,148	(\$1,124,968)	\$25,616,180	\$1,049,130,454	\$2,442	\$3,177,626	12.405%	87.595%
FAST RUTHERFORD	2.390	\$20,694,106	\$446,322	\$21,140,428	\$868,410,644	\$2,434	\$2,577,475	12.192%	87.808%
LITTLE FERRY	3.690	\$21,284,173	(\$293,630)	\$20,990,543	\$578,180,852	\$3,630	\$1,790,669	8.331%	91.669%
LYNHURST	3.060	\$43,056,603	(\$362,231)	\$42,794,372	\$1,411,640,653	\$3,032	\$4,073,626	9.519%	90.481%
MOONACHTE	2.530	\$10,158,566	(\$124,536)	\$10,033,830	\$401,789,178	\$2,497	\$1,143,459	11.396%	88.604%
NORTH ARLINGTON	3.490	\$27,841,632	\$601,630	\$28,443,262	\$798,549,999	\$3,562	\$2,252,340	7.919%	92.081%
RIDGEFIELD	2.170	\$17,328,099	\$941,496	\$18,469,595	\$808,053,433	\$2,286	\$2,846,161	15.410%	84.590%
RUTHERFORD	3.520	\$43,829,563	(\$133,604)	\$43,695,959	\$1,247,664,465	\$3,502	\$3,831,132	8.768%	91.232%
SOUTH HACKENSACK	2.490	\$9,566,745	(\$134,596)	\$9,432,149	\$384,400,329	\$2,454	\$923,544	9.791%	90.209%
TETERBORO	NA	NA	NA	NA	NA	NA	NA	NA	NA
JERSEY CITY	4.606	\$245,336,984	\$761,036	\$246,098,020	\$5,326,519,066	\$4,620	\$63,741,033	25.901%	74.099%
KEARNY	7.030	\$74,519,216	\$3,802,995	\$78,322,211	\$1,060,034,824	\$7,389	\$14,820,150	18.922%	81.078%
NORTH BERGEN	3.958	\$94,165,157	(\$1,531,946)	\$92,611,211	\$2,379,353,705	\$3,892	\$20,133,726	21.740%	78.260%
SECAUCUS	2.745	\$68,822,758	(\$2,925,968)	\$65,896,790	\$2,507,940,973	\$2,628	\$18,637,085	28.282%	71.718%

Final - 12/12/06

## 2007 TAX SHARING SCHEDULE

 HMDC  
 STUDENT ENROLLMENT  
 AS OF SEPTEMBER 30, 2004  
 WITH BASE YEAR 1970

## SCHEDULE 3

MUNICIPALITY:	LOCAL DISTRICT SCHOOL ENROLLMENT	REGIONAL DISTRICT SCHOOL ENROLLMENT	LOCAL and REGIONAL SCHOOL ENROLLMENT	1970 BASE YEAR H.M.D.C. SCHOOL ENROLLMENT	2004 H.M.D.C. ENROLLMENT	INCREASE (DECREASE) STUDENT ENROLLMENT
CARLSTADT	466	210	676	14	0	-14
EAST RUTHERFORD	735	263	998	26	0	-26
LITTLE FERRY	1322	0	1322	274	192	-82
LYNDHURST	2218	0	2218	0	0	0
MOONACHIE	399	0	399	223	195	-28
NORTH ARLINGTON	1567	0	1567	0	0	0
RIDGEFIELD	1794	0	1794	0	0	0
RUTHERFORD	2482	0	2482	0	0	0
SOUTH HACKENSACK	301	0	301	0	0	0
TETERBORO	0	0	0	0	0	0
JERSEY CITY	31274	0	31274	16	46	30
KEARNY	5227	0	5227	0	0	0
NORTH BERGEN	7121	0	7121	29	0	-29
SECAUCUS	1811	0	1811	408	805	397
BERGEN COUNTY	11284	473	11757	537	387	-150
HUDSON COUNTY	45433	0	45433	453	851	398
ALL MUNICIPALITIES	56717	473	57190	990	1238	248

Final - 12/12/06

hmdentl.

2007 TAX SHARING SCHEDULE  
Final 12/12/06

NEW JERSEY MEADOWLANDS COMMISSION  
2004 SCHOOL TAX DATA

SCHEDULE 4

MUNICIPALITY:	LOCAL TAXES AS REQUIRED BY DISTRICT SCHOOL BUDGET	LOCAL TAXES AS REQUIRED BY REGIONAL SCHOOL BUDGET	BY LOCAL MUNICIPAL BUDGET	TOTAL SCHOOL TAXES COLUMNS(1+2+3)	TOTAL SCHOOL DISTRICT ENROLLMENT	COST PER PUPIL COL. 4/5
	(1)	(2)	(3)	(4)	(5)	(6)
CARLSTADT	\$6,811,889	\$4,744,322	\$0	\$11,556,211	676	\$17,095
EAST RUTHERFORD	\$10,044,724	\$4,040,146	\$0	\$14,084,870	998	\$14,113
LITTLE FERRY	\$12,156,893	\$0	\$0	\$12,156,893	1322	\$9,196
LYNDHURST	\$22,846,118	\$0	\$0	\$22,846,118	2218	\$10,300
MOONACHIE	\$5,536,271	\$0	\$0	\$5,536,271	399	\$13,875
NORTH ARLINGTON	\$15,975,050	\$0	\$0	\$15,975,050	1567	\$10,195
RIDGEFIELD	\$9,538,845	\$0	\$0	\$9,538,845	1794	\$5,317
RUTHERFORD	\$26,680,113	\$0	\$0	\$26,680,113	2482	\$10,749
SOUTH HACKENSACK	\$3,898,969	\$0	\$0	\$3,898,969	301	\$12,953
TETERBORO	\$321,712	\$0	\$0	\$321,712	0	\$0
JERSEY CITY	\$72,094,096	\$0	\$5,836,587	\$77,930,683	31274	\$2,492
KEARNY	\$0	\$0	\$37,976,997	\$37,976,997	5227	\$7,266
NORTH BERGEN	\$33,921,936	\$0	\$0	\$33,921,936	7121	\$4,764
SECAUCUS	\$23,588,986	\$0	\$0	\$23,588,986	1811	\$13,025
BERGEN COUNTY	\$113,810,584	\$8,784,468	\$0	\$122,595,052	11757	
HUDSON COUNTY	\$129,605,018	\$0	\$43,813,584	\$173,418,602	45433	
ALL MUNICIPALITIES	\$243,415,602	\$8,784,468	\$43,813,584	\$296,013,654	57190	

Final - 12/12/06

HMSCST

**RESOLUTION AUTHORIZING A \$175,000 CONTRIBUTION TO THE  
MEADOWLANDS CONSERVATION TRUST**

**WHEREAS**, in Calendar Year 2006, the NJMC authorized the contribution of \$206,250 for operating expenses for the Meadowlands Conservation Trust; and

**WHEREAS**, the Trust was created for the purpose of acquiring open space located in the Hackensack Meadowlands or within the Hackensack River watershed, to be permanently preserved and managed in their natural state; and

**WHEREAS**, the Trust has been receiving revenues from the sale of special Meadowlands license plates for its administrative expenses and land acquisition activities; and

**WHEREAS**, these revenues are not sufficient to fully cover its activities.

**NOW, THEREFORE BE IT RESOLVED** by the New Jersey Meadowlands Commission the Executive Director is authorized to appropriate \$175,000 to the Meadowlands Conservation Trust for operating expenses for the period January 1, 2007 through December 31, 2007.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-12

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Irfan A. Bora Date: January 10, 2007

Subject: Meadowlands Conservation Trust - CY2007 Appropriation

For calendar year 2006, the NJMC authorized the contribution of \$206,250 for expenses for the Meadowlands Conservation Trust. The Trust was created for the purpose of acquiring open space located in the Hackensack Meadowlands or within the Hackensack River watershed, to be permanently preserved and managed in their natural state.

The Trust has been receiving revenues from the sale of special Meadowlands license plates for its administrative expenses and land acquisition activities. However, these revenues are not sufficient to fully cover its activities. This resolution will authorize the Executive Director to appropriate \$175,000 for operating expenses for the period January 1, 2007 through December 31, 2007.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO  
APPROPRIATE \$100,000 FOR SURVEYING SERVICES**

**WHEREAS**, pursuant to N.J.S.A. 13:17-1 the New Jersey Meadowlands Commission is charged with the necessity to consider ecological factors constituting the environment of the meadowlands and the need to preserve the delicate balance of nature, and

**WHEREAS**, the Commission has previously appropriated \$100,000 (NJMC Resolution 03-33) for surveying services; and

**WHEREAS**, the NJMC desires to acquire the remaining wetlands and selected open space within the Hackensack Meadowland's District in furtherance of the Commission's conservations and recreation goals, and

**WHEREAS**, various Federal and State regulations require compensation for the taking of property; and

**WHEREAS**, the powers set forth in N.J.S.A. 13:17-6(g) authorize the NJMC to acquire, by purchase or eminent domain, on such terms and conditions and in such manner as it may deem proper, or by the exercise of the power of eminent domain any land or interest therein that it may determine is reasonably necessary for the performance of any of its duties, and

**WHEREAS**, Federal and State authorities have made funds available to the NJMC for the acquisition of wetlands and open space through negotiation and/or eminent domain,

**NOW, THEREFORE BE IT RESOLVED** by the NJMC that the Executive Director is hereby authorized to enter into contracts with firms that provide surveying services in order to evaluate wetlands and open space properties with the Hackensack Meadowlands District.

**BE IT FURTHER RESOLVED** that the NJMC Fiscal Year 2007 Budget is hereby amended by \$100,000 to reflect this expenditure.

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Susan Bass Levin  
Chairman



I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-13

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Christine A. Sanz Date: January 10, 2007

Subject: Open Space Acquisition - Surveying Services

Pursuant to N.J.S.A. 13:17-1 the New Jersey Meadowlands Commission is charged with the necessity to consider ecological factors constituting the environment of the meadowlands and the need to preserve the delicate balance of nature.

The Commission has previously appropriated \$100,000 (NJMC Resolution 03-33) for surveying services. The Commission desires to acquire the remaining wetlands and selected open space within the Hackensack Meadowland's District in furtherance of the Commission's conservations and recreation goals.

The NJMC Fiscal Year 2007 Budget is hereby amended by \$100,000 to reflect this expenditure.

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR  
TO ENTER INTO A CONTRACT FOR  
THE MAINTENANCE OF THE ASIA PLACE DRAINAGE SYSTEM**

**WHEREAS**, in developing the Hackensack Meadowlands Floodplain Management Plan, the NJMC has identified the Asia Place drainage system in Carlstadt and Moonachie as in need of immediate repair; and

**WHEREAS**, the Asia Place drainage system, bounded by Gotham Parkway, Peach Island Creek, Washington Avenue, and Moonachie Avenue, located in Carlstadt and Moonachie, is in poor overall condition; and

**WHEREAS**, plans and specifications for the "Maintenance of the Asia Place Drainage System" were prepared by the NJMC staff and publicly bid, with five (5) bids received on December 15, 2006; and

**WHEREAS**, A Touch of Green Contracting & Landscaping, Inc. of Towaco, NJ, was the lowest responsible bidder, with a bid in the amount of \$326,443; and

**WHEREAS**, staff review of the bid indicates that the bid is reasonable and proper, as outlined in the attached memorandum; and

**WHEREAS**, the project will be funded through the Flood Control Reserve/MAGNET program in the amount of \$326,443.

**NOW, THEREFORE, BE IT RESOLVED** by the New Jersey Meadowlands Commission that the Executive Director is hereby authorized to enter into a contract with A Touch of Green Contracting & Landscaping, Inc. for the "Maintenance of the Asia Place Drainage System" at a cost of \$326,443; and

**NOW, THEREFORE, BE IT FURTHER RESOLVED** by the New Jersey Meadowlands Commission that the NJMC 2007 budget be amended by \$326,443.

The foregoing resolution was adopted on Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007.

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Robert R. Ceberio  
Secretary

Resolution No. 07-14

# Memorandum

## New Jersey Meadowlands Commission

To: NJMC Commissioners and Robert R. Ceberio, Executive Director

From: Ileana Kafrouni Date: January 10, 2007

Subject: Maintenance of the Asia Place Drainage System, Contract SP-498

On December 15, 2006, bids were received and opened for the above-referenced contract. The NJMC is currently working on behalf of the Boroughs of Carlstadt and Moonachie to alleviate the continual flooding problems between Gotham Parkway and Washington Avenue, south of Moonachie Avenue. The Maintenance of the Asia Place Drainage System Project will reduce the frequency of flooding in the immediate area by restoring local drainage ditches and storm sewer lines. Additionally, the outfall of the drainage system at Palmer Terrace is being restored and fitted with a tide gate to prevent tidal flow from traveling upstream.

During the bid period, a total of seventeen (17) prospective bidders purchased the contract documents. Five (5) bids were received and are listed as follows from lowest to highest:

A Touch of Green Contracting & Landscaping, Inc.	\$326,443
Marvec Construction Corporation	\$333,400
T&T Commonwealth	\$594,000
Hutton Construction LLC	\$886,319
Montana Construction Corp. Inc.	\$980,120

A review of the bid packages indicates that they were complete and in order. Therefore, we are requesting Commission authorization for the Executive Director to enter into a contract with A Touch of Green Contracting & Landscaping, Inc. for the fixed fee cost of \$326,443.

This project will be funded through the Flood Control Reserve/MAGNET program in the amount of \$326,443. Approval of this resolution will amend the NJMC 2007 budget by \$326,443.

**RESOLUTION: CLOSED SESSION**

**WHEREAS**, the Open Public Meetings Act, Chapter 231, P.L. 1975, permits the holding of closed session by public bodies in certain circumstances; and

**WHEREAS**, the New Jersey Meadowlands Commission is of the opinion that those circumstances presently exist.

**NOW, THEREFORE, BE IT RESOLVED** as follows:

1. That a closed session of the NJMC will be held to discuss the following:
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2. It is anticipated at this time that the above subject matter(s) will be made public upon completion of said matter(s).

This Resolution shall become effective immediately. The foregoing Resolution was adopted by Commission vote.

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Susan Bass Levin  
Chairman

I hereby certify the foregoing to be a true copy of the Resolution adopted by the New Jersey Meadowlands Commission at its meeting of January 10, 2007

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Robert R. Ceberio  
Secretary

Resolution No. 07-15